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ABSTRACT

The 1975-76 edition of the Carthage College Faculty Handbook is divided into two sections. The first contains general information regarding such areas as accidents, budgets, cash received by departments, contracts, credit union, damage claims, gifts and grants, insurance plans, retirement and annuities, tuition assurance plan, tuition remission plan, and fringe benefits. The second section contains academic information on such topics as absence of a faculty member, academic probation, advisers, attendance at college function, budgets, class attendance, curricular changes, duties and responsibilities of divisional chairmen, evening college, examinations and grades, leaves, salaries, rank and promotion and tenure, research funds, faculty meetings, teacher evaluation and teacher improvement, and termination of employment. (JMF)

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Carthage College
Faculty Handbook
1975-76

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
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INTRODUCTION

This Faculty Handbook should be read carefully and then retained for occasional reference and review. Its purpose is to present helpful information concerning all phases of the College's varied program as it relates to personnel. By following its recommendations we are aided in developing an informed and integrated staff and a smoothly functioning organization.

While rules are important they are not enough. Therefore, we encourage all our personnel to cultivate the spirit of friendliness to one another, of cooperation, and of interest in Carthage College's welfare. As the College progresses we all gain, just as we all would suffer if the institution were to retrogress.

Another school year presents opportunity for all of us to grow together within an academic community. It enables us to do our part in the organization which needs our assistance in all areas of its life - academic, religious, financial and social. I anticipate a year in which our joint efforts for a common, worthy cause will unite us and bring satisfactions and joy.

Harold H. Lentz
President

TABLE OF CONTENTS

Introduction by the President of the College	I
Table of Contents	II
Organizational Chart	IV

General Information Section

Accidents	1
Accounting System	1
Automobiles	2
Bookstore	2
Budgets	2
Buses	3
Cash Received by Departments	3
Contracts	3
Credit Union	3
Damage Claims	3
Equipment - Audio/Visual	3
Gifts and Grants	3
Hauling	4
Hiring Personnel	4
Hospitalization, Disability Insurance Plan and Life Insurance	5
Job Orders	6
Keys	6
Library	6
Loans to Employees	6
Mail Service	6
Mimeographing	6
Purchasing, Supplies and Requisitions	7
Retirement and Annuities	9
Sale or Trade-In of Materials and Equipment	10
Smoking	10
T.I.A.A.	10
Telephones	10
Tuition Assurance Plan	10
Tuition Remission Plan	10
Fringe Benefits for Carthage College Employees	11

Academic Information Section

Absence of a Faculty Member	13
Academic Probation	13
Advisers: Faculty	13
Advisers: Class and Organization	13
Attendance at College Functions	15
Audio-Visual Services	15
Baccalaurate and Commencement	16
Budgets, Departmental	16
Caps and Gowns	16
Chapel Attendance	16

Class Attendance 16
Classroom Changes 17
Copy Machines 17
Curricular Changes 18
Divisional Chairmen-Duties-Responsibilities 18
Evening College 24
Faculty Meetings 19
Field Trips 20
Film Rental 20
Final Examinations 20
Final Grades 20
Grade Books 21
Grading System 21
Grade Distribution 22
Janitorial Services 22
Leaves 22
Library 22c
Midterm Grades 25
Office Hours 26
Office Space 26
Payment of Faculty Salaries 26
Purchasing 26
Rank and Promotion, Salary, and Tenure Program 27
Reimbursement of Expenditures 37
Research Funds 37
Secretarial Service 37
Sick Leave 37
Standing and Cooperative Committees of the Faculty 37
Summer School 46
Teacher Evaluation and Teacher Improvement 46
Teaching at Other Institutions 19
Termination of Employment 47
Travel 47

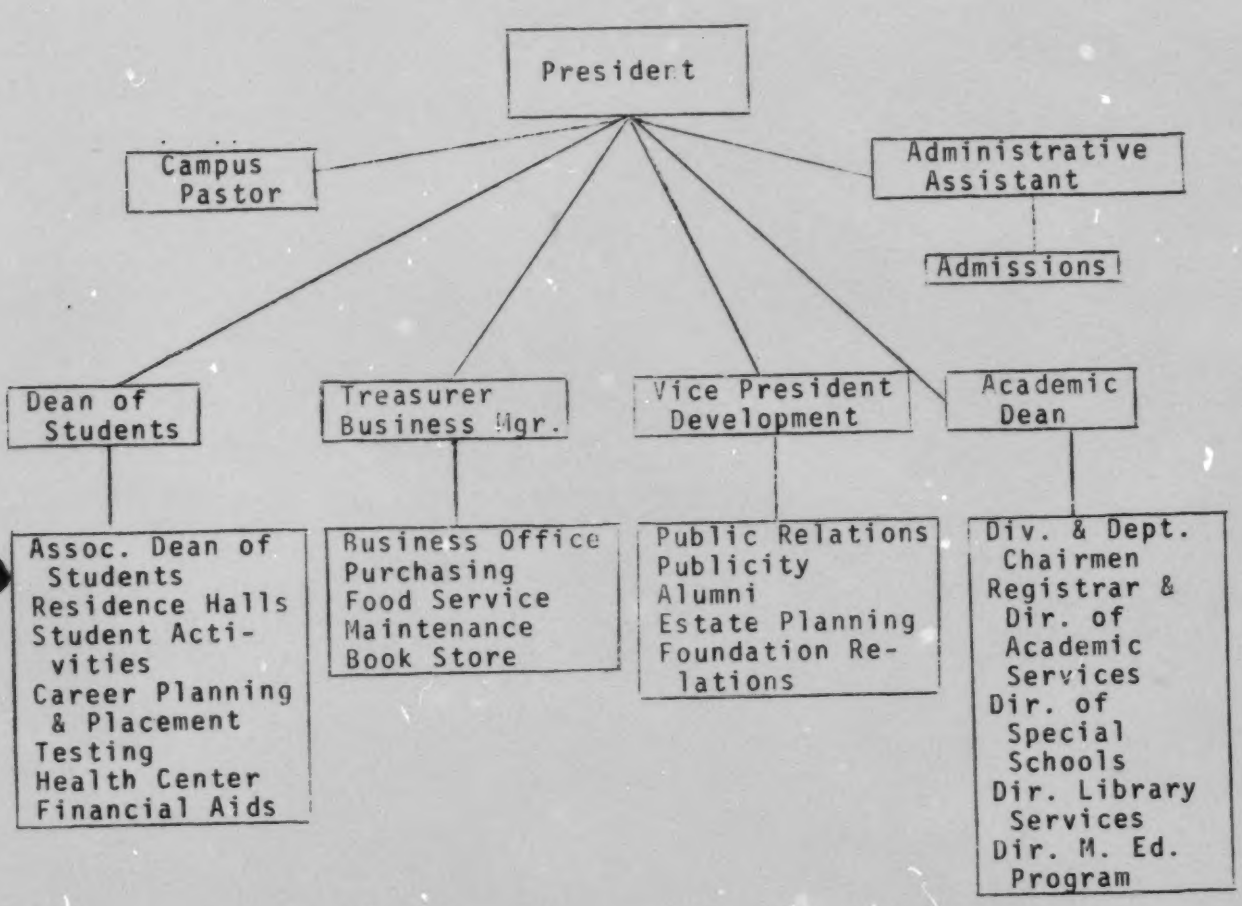
Appendixes

Appendix A - Constitution of Carthage College
Appendix B - The By-Laws
Appendix C - Faculty Offices
Appendix D - Faculty Roster
Appendix E - The Committee of the College
Appendix F - The Terminal Degree for Each Academic Discipline
Appendix G - Carthage College Speaker Policy
Appendix H - Department and Division Chairmen and Assistants
Appendix I - Faculty and Administration
Appendix J - Continuing Faculty Evaluation
Appendix K - Grade Review Procedure
Appendix L - Policy Regarding Emeritus Status
Appendix M - Interim Compensation Memo
Appendix N - Excerpts on Tenure

Appendix O - Sample Carthage College Trip Ticket
Appendix P - Sample Carthage College Travel Request
Appendix Q - Sample Carthage College Application of Sabbatical Leave

Appendix R - Sample Incomplete Grade Form
Appendix S - Reservations and Scheduling for Wartburg Auditorium
Appendix T - Carthage College Faculty ByLaws

THE PRINCIPAL ADMINISTRATIVE OFFICES OF THE INSTITUTION
AND THEIR RELATIONSHIP TO ONE ANOTHER



The Constitution of the College places the President in charge of all the administration of the institution. He in turn delegates much responsibility to the four chief subordinates, the Treasurer-Business Manager, the Vice President for Development, the Academic Dean, and the Dean of Students. These officers have charge of a almost all of the College's administrative offices. The Constitution makes the religious life of the College a direct responsibility of the President, and thus the Campus Pastor reports directly to him. The chart, obviously, cannot show various avenues of liaison, formal and informal, between offices. The most marked example of this is that the Administrative Assistant to the President is also the Director of Admissions and the Admissions Office works closely with some of the Development Offices.

GENERAL INFORMATION

Accidents

All accidents to person or property must be reported at once to the Business Office, no matter how slight. This is of great importance due to the requirements of our insurance coverage.

Accounting System

An explanation of the accounting system at Carthage College may help college personnel understand the necessity for some of the forms and procedures here.

The system is based on the accrual method of accounting, in which all expenditures are recorded as obligations as incurred, and all incomes are recorded as they are earned. Purchase orders are charged in the fiscal year in which the order is placed, regardless of when the goods are received or the invoice paid.

We use a cost accounting system. All expenses pertaining to a specific operation are charged to that operation, including salries and wages. These expenses are controlled by a budget approved by the Board of Trustees. This budget can be looked upon as a road map. It shows the way, but is sometimes obstructed by detours. When a budget limitation is met, all expenses must cease until a budget revision is approved and permission granted to continue.

The budget or expenses are divided into five major divisions: Administrative, Educational, Plant, Auxiliary, and Non-Educational. These are further subdivided as necessity requires.

The purpose of the accounting system is to account for the stewardship of the funds contributed or paid to the College, present the current financial position, and comply with acceptable standards for uniformity of reports.

The fiscal year begins on July 1st each year and ends June 30th each year. No funds may be carried over from one fiscal year to the next.

Automobiles

The college has automobiles available for limited College business use. Requests for use of this facility are to be made to the Business Office as soon as date and duration of the trip are available. Ten cents per mile is charged to the expense account of the person or department sponsoring the trip. There are times when there are not enough cars to fill all requests. Generally, earlier requests are filled.

College automobiles are to be used for official college business only. A car check-out slip must be obtained and filled out as follows prior to using the car:

(a) The purpose of using the car must be written out in detail and

(b) the signature of the person approving the trip must be placed on the check-out slip. (see insert of Trip Ticket in rear of Handbook)

The following persons have been authorized to approve use of college cars:

President	Director of Special Schools
Vice President	Athletic Director
Academic Dean	Director of Admissions
Business Manager	Division Chairmen
Dean of Students	Campus Pastor

Faculty will normally get authorization from their Division Chairman. The check-out slip must be completed in detail upon return of the car. All trips, including trips to downtown Kenosha well be charged to the department involved. Reserve a car as far in advance as possible.

Bookstore

The bookstore is located in the Lentz Hall Building. Regular hours are 8:00 to 4:30 Monday thru Friday. Faculty receive a 10% discount on all private purchases. You can make arrangements with the Bookstore manager for the purchase of items not carried in stock.

Budgets

Information regarding academic budgets should be secured from the Academic Dean. The Business Office will furnish information concerning all other budgets.

Buses

If buses are required for field trips or other functions sponsored by the college a requisition, properly executed is to be given to the Business Office and they will arrange the charter. No other individual or office has contracting privileges.

Cash Received by Departments

All cash received by offices or departments is to be turned over to the Business Office immediately with an explanation of the source and reason. It is a policy of the College that no employee may sell merchandise or services to college students. Arrangements for this may be made with the Business Office.

Contracts

The only persons authorized to execute contracts in the name of Carthage College are the President and Business Manager. Any other contract may become the sole responsibility of the person signing it.

Credit Union

Carthage employees are now eligible for membership in the Kenosha Teacher's Credit Union. You will find this an excellent resource for both investment and loan opportunities. Full information will be supplied to new faculty.

Damage Claims

Damage claims on freight, express or parcel shipments are to be reported to the Business Office within 24 hours. The Business Office will file proper forms for adjustment.

Equipment - Audio/Visual

See "Audio/Visual Equipment"

Gifts and Grants

A considerable amount of the College's financial support is represented by gifts and grants from the Lutheran Church in America, business and industry, foundations and other private sources. Faculty and staff members are encouraged to assist in developing new sources of gifts--both in money and gifts in kind, such as equipment, books, etc. The Development Office will be happy to give assistance in this regard.

All gifts received by the College, including gifts in kind, are to be reported to the Development Office and the Business Office. Gift records are maintained in this office and all contributions are acknowledged.

Faculty are also encouraged to initiate foundation proposals. It is important, however, that these proposals be coordinated with the Development Office so that duplications will be avoided. The Development Office will provide assistance in researching foundations and the preparation of proposals.

Memorial gifts are received frequently at the College. Such gifts should be turned over to the Development Office or the Business Office. The Development Office acknowledges the fund and a record is kept. A gift folder is sent to the donor; an acknowledgement folder is sent to the family of the deceased. Most memorial gifts are not large and are generally placed in the College's general fund and used for operational purposes. They may be designated, however, for an existing account of the College, such as for the Library, Sunday Church Services, etc. A special account may be established for a memorial fund if the amount is large enough to be significant. Generally, the minimum amount needed to establish a special account is one hundred dollars ($100.00). The giving of memorial gifts is encouraged by the College; such gifts have been of great help to the College's general fund and for special projects.

Hauling

The physical plant staff is equipped to handle most College hauling jobs. Requests for this service are to be made through the Business Office.

Hiring Personnel

All hiring of part-time student workers must be cleared through the Director of Financial Aids Office.

All hiring of summer full-time or permanent year-round employees will be cleared through the Business Office as follows:

Requests for employees must be given initially to the Business Manager. Arrangments for salary, vacations, sick leave, etc. will be made by the Business Manager. Final approval of the selection of a new employee must be made with the Business Manager, upon recommendation of the immediate supervisor. Any changes in personnel

must be reported to the Business Manager immediately. Any supervisor hiring personnel without abiding by the above regulations may be held responsible for the salary of the new employee.

Hospitalization, Disability Insurance Plan and Life Insurance

The College has available group membership in surgical, medical and hospital insurance. The Blue Cross-Blue Shield provides basic surgical-medical benefits and major illness rider. The College pays 50% of the cost. The College deducts the premium from salary checks and remits them to the Blue Cross-Blue Shield monthly. New employees should enroll within thirty days of employment. Enrollment after thirty days of employment requires a physical examination.

Disability Benefits

Full time faculty, and administrative members and staff shall have two years waiting period from date of employment before eligibility for coverage.

Short Term Disability Benefits

First Month of Disability	100% of salary
Second month of disability	100% of salary
Third month of disability	80% of salary
Fourth month of disability	60% of salary
Fifth month of disability	60% of salary
Sixth month of disability	60% of salary

Long Term Disability Benefits - by TIAA

A monthly income benefit which, including any income benefits payable from Social Security and Workman's Compensation, is equal to 60% of the first $1000 of covered monthly salary, plus 40% of covered monthly salary in excess of $1000 as of the date the disability began, but not to exceed $1600 monthly. This disability benefit continues until the age of 65.

Life Insurance

The College provides for each full time faculty member and for each full time administrator Level Term Life Insurance, for an amount equal to one year's basic salary, and an equal amount of Accidental Death and Dismemberment Insurance. This insurance is available without evidence of insurability, except for late applicants. Application must be submitted within 31

days from date of employment. This insurance ceases upon termination of employment or at retirement, except within 31 days following termination, the participant may convert all or part of his Life Insurance.

Job Orders

All requests for maintenance service are to be made through the Business Office. The Business Office will issue a job order which is the only authority for maintenance to perform a service.

Keys

Office keys are issued by the Business Office. The security of the College is dependent upon the keys to its doors and files. Please be sure no one uses these keys except College personnel. If keys are lost, report immediately to the Business Office and they will initiate all necessary procedures.

Library

All employees have the privilege of using the Ruthrauff Library and are subject to all rules and regulations governing the library. Additional information for academic personnel will be found in the Academic section of this handbook.

Loans to Enployees

College regulations prohibit loans to employees. See "Credit Union".

Mail Service

The faculty and administrative mail boxes are located in the Mail Room in the basement of the LH Building. Regular mail and all inter-office communications are placed in these boxes each day, except Sunday and Holidays, around 10:00 A.M. and 4:00P.M.. It is important that the boxes be examined each school day and Saturday, if possible. Only authorized personnel may enter the Mail Room.

Mimeographing

Carthage College operates a central mimeographing facility in the Mail Room, LH Building, Room 103. Stencils and master units should be brought to the Mail Room at least 24 hours before they are needed.

Instruction cards should be completed as to the number of stencils or masters, quantity needed, type of paper desired: white, color, legal size or punched and any special instruction such as folding or cutting should be carefully noted on the card. All work will be assigned a number when it is received in the Mail Room. Every possible effort will be made to complete the work within 24 hours. We realize that it is not always convenient to bring your material in 24 hours before it is needed. Should this happen, please let the Mail Room supervisor know and every effort will be made to have your work completed as soon as possible.

Your department will be charged at a nominal rate based on your cost of paper. Rates available upon request. Because of our heavy work load, we are unable to do personal work. Only material to be used at Carthage College can be done.

Purchasing, Supplies and Requisitions

Orders for less than $10.00 may be purchased directly, paid for, and then ask for reimbursement from the Business Office.

Orders for more than $10.00 must be placed in the following manner:

(1) Prepare a requisition by typewriter and send a copy to the Business Office. The requisition copies must be signed by the department chairman and approved by the Academic Dean.

(2) Use the purchase requisition for all requests for materials, supplies, and services.

(3) See that complete and accurate specifications are given for every item requested.

(4) As far as possible, the estimated cost of each item should be shown. The department, however, should not go to any particular trouble or expense to obtain estimates. The Business Office, upon request, will be glad to assist a department in securing prices.

(5) No requisition should be submitted unless funds are available. It is the duty of the department chairman to keep within his own budget.

(6) The Business Office will issue all purchase orders.

(7) All orders for supplies, materials, and equipment will be delivered to the Receiving Center where they will be checked, and then delivered to the requisitioning department. All orders for services will be delivered directly to the requisitioning department.

(8) No requisition is necessary for purchases from the Mail Room or bookstore.

The following is a copy of the codes for each department. You should use these codes on the requisition form, indicating the particular budget to be charged.

Account Numbers

221	Registrar's Office	322	Music
222	Dean of Students	323	Speech/Dramatics
223	Chaplain's Office	324	Foreign Languages
224	Admissions Office	324A	Language Laboratory
225	Health Service	325	Summer School
227.21	Lectures and Arts	326	Evening School
227.21A	Affiliated Artist	328	Director-Special Schools
310	Religion	329	History
311	English/Literature	330	Writing Laboratory
312	Biology	331	Geography
313	Chemistry	332	Sociology
314	Mathematics		Faculty Travel
314A	Physics	333H.06	Humanities
315	Business Admin./Econ.	333A.06	Fine Arts
316	Education	333S.06	Social Science
317	Political Science	333M.06	Science & Mathematics
317A	Soc. Studies Foun'n	333E.06	Education
318	Philosophy	333B.06	Business Admin./Econ.
319	Psychology	400	Library
320	Physical Education	700	Student Aid
321	Art	800	Intercollegiate Athletics

Sub-Account Numbers

.01	Salaries	.14	Heat
.02	Student Help	.15	Light & Power
.03	Clerical Salaries	.16	Water & Sewer
.04	Wages	.17	Fire Insurance
.05	Supplies & Expense	.18	Public Liability Ins.
.06	Travel	.19	Fidelity Insurance
.07	Entertainment	.20	Chapel
.08	Equipment	.21	Convocation
.09	Equipment Repairs	.22	Auto Expense
.10	Books	.23	Truck Expense
.11	Periodicals	.24	Religious Emphasis Week
.12	Binding	.25	Interest on Current Expense Loans
.13	Janitorial Clean. Supp.		

.26	Taxes & Assessments	.60	
.27	Freight & Expense	.61	Game Expense
.28	Advertising	.62	Guarantees
.29	Telephone & Telegraph	.63	Field Upkeep
.30	Laundry	.64	Medical Upkeep
.31	Rent	.65	Student Aid - Endowment
.32	Linen & Uniforms	.66	Student Aid - Unendowed
.33	China, Classware & Small Utensils	.67	Student Aid - Gifts
.34		.68	President's Discretionary Fund
.35	Gifts & Novelties	.69	Postage
.36	Student Supplies	.70	Testing & Counseling
.37	General Merchandise	.71	Audit & Legal
.38	Social Security	.72	Commencement
.39	Retiremrnt Premium	.73	Bad Debts
.40	Workman's Compensation	.74	Post Office Expense
.41	Band	.75	Museum Expense
.42	Choir	.76	Contracted Expense
.43	Debate	.77	Small Tools
.44	Student Council	.78	Commissions
.45	Student Publications	.79	Cost of Sales
.46		.80	Building Repairs
.47		.81	Staff Benefits
.48	Bulletins	.82	Campus Guests
.49	Catalog	.83	Miscellanious
.50	Dues & Subscriptions	.84	Hospital
.51	Photographic Expense	.85	Homecoming
.52	Staff Recruitment	.86	
.53	Raculty Moving	.87	Contingencies
.54	Special Projects	.88	Printing
.55	Staff Board	.89	
.56	Food	.90	Social Security
.57		.91	
.58		.92	
.59		.93	Repairs & Improvements
		.94	Faculty Research

Retirement and Annuities

College employees are required by law to participate in F.I.C.A.(Social Security). At present the contribution by both employee and employer is 5.85% of all wages up to the maximum of $14,100. Thus a maximum payment up to $824.85 for the year ending December 31, 1975. Ordained ministers under the self-employment system are an exception to the above, and should inquire at the Business Office for more information regarding status while employed at the College. The College also participates in Teachers Insurance Annuity Association of America. All full-time faculty and administrators, after two years of employment, may

participate by contributing 5% of their annual salary. The College then contributes 7% of the salary, making a total contribution of 12% of annual salary toward retirement credit. Those coming from other colleges where this plan is in operation may continue without interruption.

Sale or Trade-In of Materials and Equipment

Sale or trade-in of College material and equipment will be handled by the Business Office only.

Smoking

Fire regulations prohibit smoking in many of our college buildings. Please observe signs denoting these areas and cooperate in the enforcement of smoking rules. Classrooms are to be considered no-smoking areas.

T.I.A.A.

See "Retirement"

Telephones

Requests for telephones or extensions should be made by the same procedure as for purchases. Basic rental of telephones is paid without cost distribution to departments and offices. Toll charges are distributed to the offices or departments making the call. Personal toll calls from a College phone are to be reported to the Business Office and the College should be reimbursed immediately.

Tuition Assurance Plan

The faculty members and/or administrators must have completed one year of full-time service to the College in order to qualify for the tuition assurance program. Four years of free tuition shall be granted to one child of such deceased faculty member and/or administrator for each year of service thereafter.

Tuition Remission Plan

All full-time faculty and administrative personnel, their wives and unmarried children are granted free tuition at Carthage College during all sessions. All other full-time personnel will receive tuition remission according to the following schedule:

After one year of full-time employment	20% remission
" two years " "	40% remission

After three years of full-time employment 60% remission
" four years " " 80% remission
" five years " " 100% remission

Fringe Benefits for Carthage College Employees

(1) T.I.A.A. Pension Plan

College pays 7% of yearly salary
5% deducted from payroll is tax sheltered

(2) Social Security Plan

College pays 5.85% of first $14,100.00 of salary
Effective January 1, 1975

(3) Basic and Major Medical Plan(See "Hospitalization")

College pays 50% of monthly premium or
For family $32.18
For single $12.60
For medicare $8.48

(4) Disability Insurance(See "Disability Insurance Plan")

College pays 100% of monthly premium

(5) Tuition remission

College pays 100% of tuition while attending Carthage College - except non-faculty employees (See "Tuition Remission Plan" above)

(6) Annual vacation with pay

Up to 12 working days for non-faculty employees
Four weeks for Administrative employees

(7) Sick leave with pay

One day per month accumulated up to 30 days

(8) Holidays with pay

College pays for ten holidays

(9) T.I.A.A. Term Life Insurance

College pays 100% of monthly premium

ACADEMIC INFORMATION SECTION

"...I argue that the university itself should be a model of how life could be lived, a place where people respect each other and have an affectionate rather than cynical attitude toward each other; where there is mutual respect for the values of the intellect, the arts and democracy."

Harold Taylor in an interview with College and University Business, Vol. 51, #3, September, 1971, p. 50.

"The important qualifications of a professor, possessed, I am sure, by a great majority of this privileged profession, are still the ancient ones of honor, integrety, scholarship, intellectual independence, responsibility, and a genuine desire to teach. The extremist who scorns these qualifications, whether he be of the right or the left, has no proper place on the faculty or indeed in the student body of an institution of learning."

Lewis F. Powell, Jr., nominee for the Supreme Court of the United States, in an address to the American Association of State Colleges and Universities, 1968. At that time, Mr. Powell was a member of the Virginia Board of Education.

"When a human organization of any variety finds itself concentrating how it is organized, there is a good chance that it had at least temporarily forgotten why it was organized."

"Education in modes of Human Thought and Sensibility," Bennington College, 5 March 71, p. 11.

" "...when an institution no longer knows what it is doing it starts trying to do everything. The loss of genuine purpose is invariably accompanied by the lust for a dozen pseudo purposes."

Irving Kristol, "What Business Is a University In?," Liberal-Education, Vol. LVI, 2 May 1970, p. 229.

ACADEMIC INFORMATION

Absence of a Faculty Member

The Academic Dean must be informed of all faculty absences. If you must miss a class, please inform the Department Chairman, who will find a suitable substitute, or the Academic Dean, who will provide an announcement to your class. Do so in writing or by phone.

Academic Probation

(See current catalogue)

Advisers: Faculty

Academic Advising

Advising is a vital component in the academic scene. In addition to their teaching duties and committee assignments, faculty members are asked to serve as academic advisers.

An effort is made to assign students to advisers with whom they may share a common interest. Advisers are encouraged to cultivate a productive relationship, so that counseling with advisees may include not only course selection to satisfy requirements but also broader areas of student responsibility in the academic program. The latter include the quality of the student's academic performance, the role of co-curricular and extra-curricular activities, and careful, long term planning as the key to an integrated, coherent educational experience.

Advisers: Class and Organization

1. Class Advisers

a. Method of selection:

The executive committee of each class, with the exception of the freshman class, will, within the first month of each new school year, submit the names of four faculty members to the Dean of Students. These names shall be listed in order of preference and not necessarily with the consent of the chosen. In the case of a conflict of choices for advisers, the request for a renewal of the adviser's term from the previous year will be granted. If the previous year's class does

be granted. If the previous year's class does not resolve the conflict, the adviser shall be given to the class with seniority. The freshman class adviser will be appointed by the Dean of Students and Academic Dean within the first month of the school year. Note: The period of advisership will last for one year and selections will be made yearly as described above.

b. The duties and reponsibilities of a class adviser: The adviser should be available to the executive committee and other members of the class for general consultation and guidance. Also the adviser, as general overseer, should assist the executive committee in formulation of the class objectives, be aware of the financial status of the class (see next paragraph), and approve the social functions of the class.

The advisers for the freshman and senior classes will have slightly more responsibility. The freshmen will need assistance in organizing as a class and the seniors' adviser should be aware of the problems connected with graduation.

c. Auditing of Tresurer's books of student organization In order to unify the bookkeeping procedures of all treasurers of student campus organizations, the Business Manager of the College shall hold a meeting of these officers in the early fall to give them instructions on proper and approved bookkeeping procedures.

3. Faculty advisers to student campus organizations. Each recongized student campus organization is to be sponsored by a faculty member who will act as adviser to this group. No student organization will meet without the official approval of the sponsor and any organization failing to comply will be suspended by the College Administration. Students wishing to form a new organization should contact the Dean of Students.* Advisers to student campus organizations are chosen in the following manner: A faculty or staff member is asked by the officers of the student organization if he (or she) would be willing to serve as adviser; their choice is then normally confirmed by a vote of the members of the organization. As adviser to a student group, a faculty member should encourage students to accept responsibility. All the routine procedures should be carried out by students. However, on most forms the

*See Student Handbook, "College Activities and Organizations" for further details.

signature of the faculty sponsor is necessary. This assures that faculty advisers are aware of the events and can use their knowledge and experience to help students avoid serious mistakes. It is the responsibility of an adviser to assist students in planning events so that they are in good taste, provide worthwhile educational experiences that are in keeping with the general regulations of the College. As an adviser to an organisation, a faculty member needs to be aware of the procedure for requesting equipment, for canceling an event and for working with the treasurer to keep the organization books accurate (see Paragraph c on preceding page). Each spring, the presidents and advisers of all campus groups are asked to submit lists of events they wish to schedule for the following school year to the Director of Student Activities, who is in charge of the social calendar for the College, and who prepares from these lists a master schedule of events. When an organization wishes to schedule an event it should first check with the Director of Student Activities to avoid conflict with other events and to be certain space is available. Any event should be scheduled at least two weeks in advance. When an event is canceled, the Director of Student Activities' Office should be notified.

Attendance at College Functions

During the academic year there will be an extensive program of cultural events at Carthage. It is encouraging to students and faculty sponsors when faculty attend these programs. At your request you will receive one free ticket to College plays, concerts, etc. These tickets are non-transferable. Your attendance with or without guests, will lend support to College activities.

Audio-Visual Services

The budget for Audio-Visual Services was not approved for 197-76. It is anticipated that the 1976-77 budget will contain adequate provisions for such services.

Such being the case, the Audio-Visual Services will continue to operate as closely as possible along the procedures, guidelines and provisions worked out during Term II of 1974-75.

The equipment will remain with the various Faculty Secretaries and Secretary to the Academic Dean. These secretaries will administer the system as best they can and we ask for the genuine and ongoing cooperation of all concerned.

There is no central budget for Audio-Visual Services and each department will have to bear some of the expense of the operation. Academic Dean's Office will also

contribute some funds for these procedures. Only by this cooperation can we hope to achieve some degree of effcency and centralization of our Audio-Visual equipment and services.

In the meantime we hope to continue our quest for a professional person who will be appointed and be given a budget commensurate with the task.

Baccalaurate and Commencement

All faculty must attend baccalaurate and commencement exercises unless excused by the Academic Dean. Requests for excuses must be made in writing and should state the reasons why an excuse is necessary.

Budgets, Departmental

Each department has its own budget. All departmental expenses must be covered by the budget except Faculty travel, which is in a special account supervised by the Academic Dean and Divisional Chairman. Department Chairmen receive copies of their accounts monthly.

Caps and Gowns

These are the responsibility of the individual. The Business Office will make arrangements for the purchase or rental of these items.

Chapel Attendance.

As a Christian College, Carthage attempts to prepare students for Christian leadership in their respective communities. For this reason, the chapel services at Carthage College are considered a vital and enriching part of this process for student and faculty alike. Chapel will be held on Wednesday at 10:00, and 11:00 a.m. Each faculty member has a teaching schedule that allows him to attend one of the chapel periods. Please attend regularly.

The first service of the first term is required and all classes are dismissed at that time. The faculty will receive a memo on this and all students will be informed.

Class Attendance

The student accepts responsibility for class attendance. Since there is no college-wide attendance policy, each instructor determin s his own class-attendance policy. Responsibility for work missed because of absence from class rests entirely with

the student. Each faculty member is to deal indivdually with the students in determining whether or not the work may be made up or whether a grade of zero is to be given. To avoid misunderstanding, each faculty member should inform every class, early in the term, of his policy. In case of an emergency, a student may be excused by the Academic Dean or the Dean of Students.

Faculty members are required to submit to the Dean of Students absence reports for those students missing class excessively. This is not to be a weekly report of attendance of all students, but rather a notification of students missing class excessively or showing a definite pattern of absences. Such information will be used primarily for counseling purposes. This is the only check we have on students who withdraw from College unofficially; therefore, it is of the utmost importance that faculty members report continued absences from class. Reports may also be made to the Academic Dean.

Classroom Changes

If for any reason you wish a change in room assignment, please contact the Registrar's office. Never change classrooms without contacting Dr. Casey's office.

Copy Machines

All copying costs 10 cents per copy.

Thermofax copy machines are available for departmental use in the Mail Room (LH 103), Science-Mathematics Office (LAS 209), and Physical Education Center (P.E. Office). A Xerox copier is available from 8 a.m. to 12 p.m. and 1 p.m. to 5 p.m. in the Student Personnel Office (LH 430).

A self-service coin operated Addressograph copier, owned by the Business Office, is located on the top floor of the library for instant copying by faculty members, secretaries, and students. The cost is 10 cents per copy and instructions for use are on the machine. Library staff at the Periodical Desk will make change or record charges. If for any reason a Xerox copy is preferred, the charge is the same. In that case, leave the request and material to be copied at the Periodical Desk. It will be run off when the Library Xerox machine is not being used to make catalog cards, and when staff is available. Please do not ask Library employees to leave the Periodical Desk unattended; keep in mind that only

authorized Library personnel may use the Library Xerox machine.

Curricular Changes

A member of the faculty wishing to propose a new course should prepare a description of it, carefully defining its objectives and scope, and submit the proposal to his department chairman. After departmental approval the chairman should submit the proposal to his divisional chairman. After approval, the division chairman should submit the proposal to the chairman of the Curriculum Committee. This committee will examine the merits of the proposal and report its deliberations to the faculty. The faculty will then consider and vote upon the proposal. The same procedure will be used for new programs, changes in academic procedures, and deletion of courses.

Any or all of these steps may be eliminated by making a proposal directly to the faculty, but this is a procedure that should be used only in an emergency or under very special conditions.

Please consult the Registrar before you formulate a proposal to number or renumber a course.

Divisional Chairmen - Duties - Responsibilities

I. Recruitment

1. Preparation with the Department Chairmen, of a specific job description for each vacant position in the Division.

2. Supervision of correspondence in connection with recruitment.

3. Recommendations for appointments.

II. Faculty Supervision and Development

1. Arrangements (in cooperation with the Academic Dean) for visits to the classes of faculty members.

2. Acquaintance with every member of the Division-problems, plans, developments, etc.

3. Evaluation and recommendations for promotion and tenure.

III. Division Program

1. Awareness of the plans of all Departments within the Division.

2. Insuring the inclusion of all curricular changes within the Division in the catalog.

3. Leadership in learning the requirements for admission to graduate school and in developing and maintaining contacts with key personnel in these graduate schools.

IV. General Administration

1. Overseeing the staffing of registration tables, controlling class sizes and determinging when classes should be closed.

2. Communication to Division members of relevant information concerning the problems, plans, and needs of other Divisions and of the College as a whole.

3. Budget coordination within the Division and presentation to the Academic Dean.

It is understood that the Division Chairmen will work closely with Department Chairmen in carrying out these duties and responsibilities.

Teaching at Other Institutions

Faculty may teach up to two courses above their regular load each academic year. Any full-time faculty member who contemplates or arranges for outside employment of any kind should discuss this with his Department Chairman prior to any acceptance of such employment. Final approval or disapproval will be granted after further discussion with the Academic Dean.

Faculty Meetings

Faculty Meetings are scheduled for the first Thursday of each month. The President or the Academic Dean presides at these meetings. All faculty members are expected to attend. The faculty meeting is an important part of the college life. It provides an opportunity for the faculty member to express himself freely in matters pertaining to faculty procedure and policy and, by his vote, to have a part in creating college policy.

Faculty committees have been appointed to handle many of the details of faculty business. Much time can be saved in faculty meetings if written records of committee actions and recommendations are placed in all faculty boxes prior to the time of the meeting. Such reports will not be included on the agenda unless they are submitted to the Academic Dean at least 24 hours prior to the faculty meeting. Items for the agenda must also be submitted 24 hours prior to the faculty meeting.

Minutes of the faculty meeting are to be duplicated and distributed to the faculty as soon after each meeting as is practical. Faculty members are urged to keep these minutes with this booklet and use them as a source of reference in matters of faculty policy.

Field Trips

Faculty or staff who are sponsoring field trips using private transportation must furnish the Business Office with evidence of adequate insurance coverage before the trip is scheduled. No remuneration for car use will be given without compliance with this requirement.

Film Rental

Follow the same procedure as for purchasing.

Final Examinations

Faculty members shall not require students to take final tests or examinations at time periods other than those regularly scheduled for that class. A complete list of days will be forthcoming from the Registrar's office.

It is not intended to suggest that each faculty member will or should test in each class during the final examination period; experimentation in student evaluation should be encouraged by the calendar revision. The schedule is presented so that, if a faculty member does choose to test during the last week of a semester, the student will be protected from an overload of examinations on any single day.

Final Grades

Final grades must be turned into the office of the Registrar no later than 48 hours after the final examination in each course. The necessity for completing administrative details and providing information for

action by the Academic Standing Committee make one exception to this rule: final grades are due no later than 24 hours after the final examinations scheduled on the last day of the examination period.

Grade Books

Grade books are stored in the Mail Room (LH 103). You may charge them to your Department.

When a faculty member terminates his association with the College, he is permitted to take his grade books with him. However, he may leave them on file in the Office of the Academic Dean, if he desires.

Grading System

A=Excellent, B=Good, C=Average, D=Passing (below graduate average), F=Failure, I=No Grade, Incomplete. Plus and minus signs are not to be used in reporting grades. The grade of "Inc." is to be given only in the case of students who are doing satisfactory work but who, because of illness or other reasons beyond the student's control, are unable to complete by the end of the semester the required work. In order to receive credit for a course in which the grade of "Inc." has been given, it must be removed within the first four weeks of the next regular term. An "Inc." not removed within this time becomes an "F". However, an extension of the time may be granted by the Committee on Academic Standing, if the student petitions for such an extension within the first two weeks of the four-week period. When the grade of "Inc." is given, faculty members are required to submit in writing to the Registrar complete instructions for work to be done by the student for the removal of the "Inc.," as well as giving substantiating reasons for giving the "Inc.". Upon completion of such work, the student is given a grade by the faculty member.

In computing grade point averages, the following values are used for each course grade.

A=4 points; B=3 points; C=2 points; D=1 point; F=0 points.

Pass-Fail Option

See College Catalogue for procedures on the Pass-Fail Option. There was a change in this option during the 1974-75 year and faculty members are urged to familiarize themselves with the current policy.

Grade Distribution

The college follows no specific pattern in the matter of grade distribution. At least once a year the distribution of grades as made by the entire faculty is analyzed on a percentage basis. The results of this study are on file in the office of the Academic Dean and are available to interested faculty members.

Janitorial Services

All requests for janitorial service or repairs should be directed to the Business Office. In case of emergency, call the Maintenance supervisor immediately.

Leaves

Sabbatical Leave

Leave will be granted as a recognition of notable service through teaching and scholarly contribution, and as an aid and inspiration to further achievement. Its purpose will be to contribute to the professional effectiveness of the faculty and to the value of their later service to the College. The period of leave will be one year at half salary or one half year at full salary. A person on sabbatical leave may not receive compensation from another institution or organization, but may accept a Fellowship or Grant-in-Aid for advanced study.

Faculty who have tenure and who have reached the rank of Assistant Professor will be eligible for sabbatical leave. Contribution to the college and senority will be the basis on which leaves are granted; but no leave will be granted within three years of retirement. Applicants must submit a detailed prospectus outlining their plans for the sabbatical. October 15 is that date by which all applications shall be in the hands of the Dean's Advisory Council in order that recommendations may be made to the President in order that he might take these to the Fall meeting of the Board. March 15 is the date in the Spring that would be used to take care of the situations described above.

Application for a sabbatical leave shall not be made any earlier than during Term I of the seventh year of actual service to Carthage College. Periods of leave of absence other than sickness or disability are not counted in computing years of service.

A request for leave must first be approved by the Academic Dean acting with the Dean's Advisory Council. Recommendations approved by the Academic Dean and the Council are then submitted to the President and the Academic Committee of the Board of Trustees for approval. In considering requests it should be noted that sabbatical leave is not automatic following a stated period of service, but a privilege earned by achievement and promise. Those granted a sabbatical leave are expected to file a full report to be considered in request for later leaves and for promotion in rank and salary. Leave is granted with the understanding that the recipient plans to return.

Each faculty member receiving a sabbatical leave will sign or certify to the following statement:

> As a result of my having been granted a sabbatical leave from Carthage College, I hereby declare that I will return to Carthage College for a period of one Academic year following termination of my sabbatical.

Leaves of Absence

The taking of leaves of absence is encouraged by the college. They should be used in large part as a program whereby faculty members can progress through work on advanced degrees or by additional work to refresh themselves intellectually. In other cases, they should be used for attendance at programs that will help the faculty member become more innovative and creative in his field.

The intent is to encourage the younger members of the faculty to apply for these leaves, and their applications will normally receive priority of consideration. However, this should not act as a deterrent to others who may wish to take advantage of the policy and opportunity. Such applications will be evaluated upon the basis of need, desirability, resultant productivity, and contributions to the intellectual and classroom environment of the college.

The first year of the leave does not count toward accrual of tenure nor does it count toward accrual time for a sabbatical leave. Any additional leave time will be considered on its merits relative to accrual.

The specific guidelines and procedures will be:

1. Advanced degree work should be given the highest priority in the consideration and granting of leaves of absence.

2. The period needed to achieve the degree or its major requirements should be a factor to consider in granting a leave.

3. Applications should originate at department level, be passed on favorably or unfavorable by the Department Chairmen, forwarded to the Division Chairman who will act likewise, and sent to the Dean's Advisory Council for similar action. They shall then be sent to the Academic Dean and President who jointly will make the final decision under the present college regulations. Each level or person must process the application and indicate a favorable or unfavorable decision or recommendation. Each application must be moved to the next higher level with reasonable dispatch so as not to impede the normal progress of the application.

4. Normally, an individual should have been a full-time member of the faculty for at least two years before being eligible for leave of absence. However, he could apply for such a leave during his second year as a full-time faculty member.

5. A leave may be for one semester or two semesters but in no case should it be approved for more than one academic year. If for good reason the faculty member wished to extend for a year, he would have to re-apply, using the same procedure as he used to obtain the original leave. Such re-application should, if at all possible, be initiated no later than the end of the 1st term of the academic year for which the original leave has been granted.

6. Up to 5% of the full-time faculty may be on leave of absence at any one time and no more than one person from a department may be on leave of absence at any one time. Special circumstances may dictate other arrangements.

7. October 15 is that date by which all applications tions shall be in the hands of the Dean's Advisory Council in order that recommendations may be made to the President in order that he might take these to the Fall meeting of the

Board. March 15 is the date in the Spring that would be used to take care of the situations described above.

8. Medical Insurnace carried by or through the College will be continued on the same basis as if the faculty member were on campus unless the arrangements at another institution or place of study would preclude this or make it impractical.
9. Continuation of TIAA is optional with the faculty member since the place of study or state system in which employment might take place could preclude continuation of TIAA. Should the option be exercised, the faculty member would continue his payments during the period of the leave. The college would reinstitute its payments upon the faculty member's return to active status.

Library

1. Hours
Regular Library Hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. and 6:30 p.m. to 11:00 p.m. (Except 10:00 p.m. Friday); Saturday, 10:00 a.m. to 5:00 p.m., Sunday, 2:00 p.m. to 11:00p.m.

Summer, Interim, and Vacation Hours will be posted. During regular recesses the Library will be open Monday through Friday, 8:00 a.m. to 5:00 p.m. The Library closes for the full-time employees paid holidays listed in the Carthage College Employee Benefit Plans.

2. Circulation
Faculty members may borrow books for a semester and periodicals for three days only. No fines are charged, but faculty members will be billed for the replacement costs of books not returned at the end of the semester and for lost periodicals. All material leaving the library must be checked out on your I.D. card. Never recirculate library material to students or other faculty members. Instead, return it and ask us to hold it for them. Books requested by others will be recalled at the end of a two week loan period, and those needed for Reserve called back immediately.

3. Reciprocating Libraries
Carthage faculty and student I.D. cards are accepted at UW-Parkside and GTI for circulation of materials. Their rules apply, with no special dispensation for faculty. Ruthrauff Library does not borrow material from the local public libraries, but individual faculty members and students may apply for cards.

4. Reserves
The Library recommends that only required reading,

not supplemental be placed on 2 Hour or 3 Day Reserve. Forms for reserve lists are available at the Circulation Desk. They should be filled out completely and turned in well in advance of assignments, so that missing books can be replaced, charged-out books can be recalled, personal copies not in the library may be cataloged, and the clerical work can be built into the library staff work schedules. All material is removed from the Reserve Shelf at the end of each semester unless cataloged Permanent Reserve.

5. Collection Development

The responsibility for the selection of material is shared jointly be the faculty and librarians. Check holdings when new courses are being planned, and encourage students to do so before selecting research topics. Library order forms, available at the Circulation Desk, must be filled out completely, countersigned by department heads, and forwarded to the Technical Services Librarian. Notification of the status of ordered materials will be placed in your mail box. Please do not turn in orders for material that is already listed in the card catalog.

6. Ruthrauff Library Provides the Following Services

a. Reference Service

Assistance and advice in Library use
Answers to factual questions
Telephone Reference Service when the Reference Librarian is available. Otherwise, the Circulation Desk Clerk will accept a request for specific information from faculty and a librarian will call back as soon as possible.
Help in finding material on a particular subject
Assistance in limited literature searches
Solutions to bibliographic problems
Lists of subject headings used for various topics to facilitate the compilation of bibliographies
Assistance in developing lists of reference sources for specific subjects or courses
Suggestions for developing and coordinating library use with courses
Aid in search for information outside Ruthrauff Library

b. Education and Instruction

In addition to direct help to individual students and faculty, the Library offers class instruction. General sessions on how to use the Library, as

well as bibliographic instruction and search strategy for specific subjects or courses will be provided when feasible and scheduled in advance. Library handbooks and bulletins are available for use in these classes or by individual students and faculty.

c. Interlibrary Loans

Obtainable through WILS (Wisconsin Interlibrary Loan System) are books and Xerox copies of periodical articles not available in Kenosha. There is no charge to the user, and the service is designed to fill the needs of both faculty and students. Bring complete bibliographic information to the Periodicals Department on the second floor, and fill out a WILS Teletype Request form for each item.

For Further Information Call

James P. Bishop	about	Administration
Ann L. Piehl	about	Acquisition and Bibliographic Information
Betty C. Kendall	about	Reference, Class Instruction, and Displays. Normal Circulation and Reserve Questions Can Be Handled at the Main Desk.
Dennis Unterholzner	about	Serials and Interlibrary Loan
Jane M. Wiggs	about	Cataloging

Evening College

Courses in the evening college are offered in consideration of student need or for special programs developed either by the college or at the request of outside agencies. In the past evening school students have been able to obtain majors in biology, business administration, elementary education, special education, English, history, social science and criminal justice. The continuance of some of these majors will be reviewed during the 1975-76 academic year. Regular faculty members teaching a full load in the day program are not required to teach in the evening school. However, if they do, they receive a salary of $1000 per course. The scale for teaching a physical education experience is $250. Laboratory science courses will carry the stipend of $1200. Payment for evening school instruction for four credit courses will be paid in two equal installments: normally, one-half

at midterm and the other half at the completion of the course when grades have been turned in. Two credit courses, short courses, and non-credit institutes will be paid in one check at the completion of the assignment.

Faculty who are not teaching a full load in the day program may be assigned to teach in the evening school without additional compensation. Such assignments are made by the Academic Dean.

Faculty wishing to teach in the evening school should submit course suggestions through their department chairmen and division chairmen to the office of special schools. Normally, during the academic year, faculty members are restricted to a maximum of two courses in the evening school. It is necessary at times to employ well qualified specialists to teach in the evening school because of their expertise and experience in adult education. At times such people's schedules are more flexible than full time faculty.

There must be 10 enrollments for a course to be taught; laboratory courses require an enrolleent of 12. Otherwise, faculty may teach the course on an 80/20 percent tuition at the discretion of the office of special schools. During the winter, faculty are not obligated to teach unless full salary is paid.

Independent study in the evening school is not permitted for regular courses which are normally taught in the evening school except when they are needed to complete graduation at the end of any given term.

Midterm Grades

Near the midpoint of each term, the faculty members are required to submit to the Academic Dean grades for students doing D or poorer work. Such an evaluation serves a two-fold purpose in that it is used: (1) in counseling and advising students concerning their academic progress; (2) in acquainting parents with evidence that students are in difficulty.

The midterm grade reports are to be in the Office of the Academic Dean on the date specified in the College Calendar. Students are to report to their advisers after grades have been reported. Advisers arrange for these meetings. Grades indicating difficulty will be mailed to the parents of freshmen students. The local terminology for these reports is "down slips."

Office Hours

Faculty members should set aside certain hours in which they will be in their offices and available for student conferences.

Each faculty member is requested to:

1. Set aside at least five hours per week when he will be in his office.

2. Post a schedule of his office hours on the door of his office. Office Hour Schedule forms will be provided by the Office of the Academic Dean.

3. Be faithful in keeping these hours.

4. List his office hours on the Instructor's Schedule (Work Sheet) to be submitted to the Academic Dean.

Office Space

The administration is aware of the need for each faculty member to have an appropriate working space, either in a private or semi-private office. Some good progress has been made in this direction. Files, bookcases, etc. are being provided as far as the budget will permit. Where specific needs have been overlooked, faculty members are urged to make this known to the Academic Dean. Office name plates may be requisitioned through the Business Office.

Payment of Faculty Salaries

Faculty are paid in twelve equal monthly installments, beginning with September 15. New teachers will be paid on the last day of each month. Part-time instructors are paid at midterm and at the end of the term. Checks may be picked up at the Business Office.

Purchasing

All faculty members are to follow the procedure outlined in the general section of this booklet, with the addition of the following: Faculty members are expected to do all ordering of materials and supplies through the Business Office. The Business Office will not accept responsibility for invoices which were not ordered or approved by their office.

All invoices to be paid by the College must be billed to Carthage College and not to an individual. In cases

where books or other items have been sent on approval to an individual in his own name, the invoice for such items must be returned to the publisher or billing agency with a purchase order from the Business Office and be rebilled in the name of Carthage College. The purchase of such items is to be approved by the Academic Dean prior to being rebilled to Carthage College.

Rank and Promotion, Salary, and Tenure Program

It is understood that no person shall be subject to demotion, dismissal, or loss of tenure solely on the grounds that he or she does not now meet the formal criteria as described below for the rank or tenure status presently held by this person.

I. Rank and Promotion

A. Each officer of instruction (including professional librarians) on full-time assignment shall be placed in one of the following ranks:

Instructor
Assistant Professor
Associate Professor
Professor

B. There are two categories of teachers who are not officers of instruction and are not subject to the regulations of rank, promotion, salary, and tenure. They may attend faculty meetings and have the right to speak, but not to vote.

1. Teaching Associates: The teaching associate does not meet the minimum qualifications of Instructor.

2. Lecturers: The assignment of Lecturer is usually given to one who has had significant experience or background, but does not fit into the normal academic pattern. Part-time faculty are also designated as Lecturers; although they are given equivalent rank commensurate with their degrees, experience and responsibilities.

C. To be eligible for a particular rank, the officer of instruction will meet the following minimum qualifications:

1. Instructor

   Possess a master's degree or first post-baccalaureate professional degree in his teaching field.*

2. Assistant Professor

   a. Possess a terminal degree in his teaching field. Or,

   b. Have completed all requirements for a terminal degree in his teaching field, except the dissertation, and have completed at least one year** of acceptable teaching*** in higher education. Or,

   c. Possess a master's degree or first post-baccalaureate professional degree in his teaching field, have completed at least four years of teaching of acknowledged competence (which presumes currency in his field) in higher education, and shown ability and intent to do additional successful graduate work.

3. Associate Professor

   a. Possess a terminal degree in his teaching field and have completed at least five years of teaching of acknowledged competence in higher education. Or,

   b. Have completed all requirements for a terminal degree in his teaching field, except the dissertation, and have completed at least ten years of teaching

*Where the term "teaching field" is employed, read also: "Or in Library science if he is a librarian."

**Where the term "year" and "years" are employed, this means for each year, one academic year on full-time assignment in teaching, or professional library work in higher education. Other pertinent professional experience may be counted as equivalent to up to two years in meeting qualifications for a particular rank.

***Where the term "teaching" is used, read also: "Or professional library work if he is a librarian."

of acknowledged competence (which presumes currency in his field) in higher education, and be a tenured member of the faculty. Or,

c. Possess a master's degree or first post-Baccalaureate professional degree in his teaching field, have completed at least twelve years of teaching of acknowledged competence (which presumes currency in his field) in higher education, and be a tenured member of the faculty.

d. The Academic Committee of the Board requires that the highest degree in the field be held in consideration for promotion to Associate or Full Professor. (Minutes of Board of Trustees, May 1971)

4. Professor

a. Possess a terminal degree in his teaching teaching field and have completed at least ten years of teaching of acknowledged competence (which presumes currency in his field) in higher education. Or,

b. Possess a reputation for scholarly or artistic production of exceptionally high quality measured by national critical acclaim in his profession, combined with acceptable experience in teaching.

c. The Academic Committee of the Board desires that the highest degree in the field be included in consideration for promotion to Associate or Full Professor (Minutes of the Board of Trustees, May 1971).

Attainment of the minimum qualifications for a particular rank, however, does not mean that the individual will be awarded that rank automatically. The determination of when to award a particular rank to those eligible for it will be based on such factors as :

1. Degree of success in:

a. teaching, including academic advising;

b. scholarship, including research and publications;

c. other professional endeavors, including college government and attendance at professional meetings;

2. Degree of contribution to other aspects of the life of the college; and

3. Character,

D. Appointment to a particular rank shall be made by the Board of Trustees upon recommendation of the President, with the advice of the Academic Dean, Divisional Chairman, and Departmental Chairman. When special circumstances appear to warrant it, exceptions may be made to the above minimum qualifications, upon the concurrence of the Board of Trustees, the President, the Academic Dean, and where available, Divisional Chairman, and Departmental Chairman.

II. Salary

A. Salary within rank shall be based on:

1. Degree of success in:

a. teaching, including academic advising;

b. scholarship including research and publications;

c. other professional endeavors including college government and attendance at professional meetings.

2. Degree of contribution to other aspects the life of the college; and

3. Character.

B. Determination of salary shall be by the Board of Trustees, upon recommendation of the President, with the advice of the Academic Dean, Divisional Chairman and Departmental Chairman. Primary responsibility for evaluation of the professional performance of the faculty member rests with the Departmental Chairman.

III. Tenure

A. Eligibility

1. Tenure shall be granted to those officers of instruction whom the College judges to be of such a proven capacity and character as to qualify them to become permanent members of the faculty.

2. The decision to grant tenure will be made only after the officer of instruction has served a probationary period. The probationary period shall consist of a total of seven years' full-time experience in teaching, research, or professional library work at Carthage College as a member of the faculty.

   However, the period of seven years at Carthage College may be diminished in either of the following ways:

   a. A maximum of two years of comparable experience at another accredited institution of higher learning shall be counted as equivalent to the same number of years' experience as a member of the Faculty at Carthage College.

   b. Other pertinent, professional experience may also be counted as equivalent to a maximum of two years' experience. Carthage College, on agreement by the President or the Academic Dean, and the Departmental Chairman.

   c. In no instance shall the probationary period at Carthage College be less than five years.

3. "A faculty person must hold rank above Instructor to receive tenure; however, an Instructor may be considered and recommended for tenure."

4. "An essential factor in granting tenure is effectiveness in teaching. A necessary condition for effective teaching is mastery of the academic content of the person's field. Since the terminal degree increases the probability that the person has such mastery of his field, the College expects the candidate for tenure to hold the terminal degree in his field.

   Exceptionally, however, tenure may be

granted to a person who has demonstrated mastery of his academic field in other ways than possession of the terminal degree. (See Appendix B for definition of Terminal Degree.)

B. Procedure

1. The decision as to whether or not to grant tenure shall be made no later than Commencement of the year before the last year of probationary status. Tenure will apply to those who are granted it, at the completion of their last year of probation.

2. Election to tenured status shall conform to the following procedure:

   a. Each fall the Academic Dean shall compile a list of the names of all officers of instruction who will be candidates for tenure the following spring and shall notify the candidates' department chairman.

   b. Each of the department chairmen shall be presumed to have obtained on an ongoing basis evaluations of all officers of instruction in his department from colleagues in the department and from students, particularly upperclass majors. The chairman shall take account of these judgments in assessing the qualifications of candidates for tenure in his department and shall communicate his findings to the Academic Dean, who shall make these findings a part of the cumulative record of the officer of instruction.

   c. Each year the members of the most recent graduating class shall be asked to evaluate, by means of a questionnaire, the qualifications of those non-tenured officers of instruction with whom they had the most contact. The returned questionnaires shall be analyzed by the Tenure Committee and the results made a part of the cumulative record of these officers of instruction maintained by the Academic Dean.

d. In its consideration of a candidate for tenure, the Tenure Committee shall give due weight to:

1. evaluations by the candidates' colleagues especially his department chairman and tenured faculty of his department;

2. evaluations by the candidates' students, especially majors and recent graduates;

3. any additional information that the Tenure Committee may consider pertinent, such as other evaluations in the candidates' record.

e. The Committee's recommendations shall be forwarded to the Academic Dean, who shall forward these recommendations, together with his own, to the President.

f. The President shall forward the recommendations he has received, together with his own, to the Board of Trustees.

g. The Board of Trustees shall make the decision granting or denying tenure.

3. Those officers of instruction who are not granted tenure shall receive notification by Commencement of the year before the last year of probationary status.

C. Termination

1. Tenure ceases at the end of the academic year (September through August) during which the 65th birthday of the officer of instruction occurs.

2. Following cessation of tenure, the officer of instruction may be employed by the college on a year-to-year basis, but in no case shall employment continue beyond the academic year (September through August) during which his 70th birthday occurs.

D. Tenure Committee

1. The Tenure Committee shall consist of (1) all tenured full professors and (2) six

members elected by the faculty from the tenured associate and assistant professors and the formerly-tenured full professors holding full-time teaching appointments.

2. Elected members shall serve three-year terms (except as stipulated in Paragraph 4), with two members' terms expiring each year.

3. The Tenure Committee election shall be held at the regular September faculty meeting.

4. For the first year only, the Faculty shall elect six members to the Tenure Committee. The two receiving the highest number of votes will serve three-year terms, the two ranking third and fourth in votes will serve two-year terms, and the two ranking fifth and sixth in votes received will serve one-year terms.

IV. Separation

A. Separation of Non-tenured Officers of Instruction

1. Non-reappointment

Notice of non-resppointment should be given in writing in accordance with the following standards:

a. Not later than March 1 of the first academic year of service, if the reappointment expires at the end of that year, or, if a one-year appointment terminates during an academic year, at least three months in advance of termination.

b. Not later than December 15 of the second year of service.

c. At least twelve months before the expiration of an appointment after two or more years in the institution. Date of expiration of appointment is to be construed as meaning August 15 of each year.

d. If proper notice of non-reappointment is not given, an extension of one year becomes automatic, or in lieu thereof,

at the option of the College, one year's salary may be paid.

2. Dismissal prior to expiration of contract

   a. Serious disregard of duties or moral turpitude on the part of the individual constitutes grounds for dismissal prior to the expiration of a contract of employment.

   b. No removal shall take place without prior notice and without compliance in full faith with the principles and practices approved by the American Association of University Professors, as stipulated in Louis Joughin (ed.) Academic Freedom and Tenure:A Handbook of the American Association of University Professors. (1967) (See Appendix of Faculty Handbook).

B. Removal of Tenured Officers of Instruction

   1. The following constitute grounds for removal of a tenured officer of instruction:

      a. Serious disregard of duties, incompetence, or moral turpitude on the part of the individual.

      b. A duly instituted change in the academic program of the college resulting in the elimination of the position held by the individual.

      c. Bona fide financial stringency on the part of the institution.

   2. Any attempt to obtain the removal of a tenured officer of instruction shall confom to the following procedure:

      a. The name of the officer of instruction involved, together with the alleged grounds for removal, shall be submitted for consideration to the Tenure Committee by the Academic Dean, after consultation with the President; and the officer of instruction shall be notified by the Academic Dean of this action.

b. In its deliberations, the Tenure Committee shall give due weight to the evaluations of the various parties (See Section III, B, paragraph 2d above), which evaluations are included in the cumulative record of the officer of instruction. If he so requests, he shall have the opportunity to present a defense before the Tenure Committee in person, with counsel if he desires.

c. The Committee's recommendations shall be be forwarded to the Academic Dean, who shall forward these recommendations, together with his own, to the President.

d. The President shall forward the recommendations he has received, together with his own, to the Board of Trustees.

e. The Board of Trustees shall make the decision as to whether the officer of instruction shall be removed.

3. In case the officer of instruction does not agree with the grounds for his dismissal, he shall be privileged to have his case reviewed before an arbitration committee consisting of two officers of instruction selected by himself, two officers of instruction selected by the President, plus a fifth officer of instruction selected by the four.

4. In the event that the appointment of a tenured officer of instruction is terminated for reasons other than moral turpitude, he shall continue in employment for one year after notice of termination is given.

5. If the grounds for removal of the tenured officer of instruction are an academic program change or financial stringency, the position thus vacated will not be filled for a period of two years, unless the released officer of instruction has been offered reappointment and declined.

6. At all steps in the process, the parties involved shall comply in full faith with the principles and practice approved by the American Assoiiation of University

Professors as stipulated in Louis Joughin (ed.) Academic Freedom and Tenure: A Handbook of the American Association of University Professors. (1967)

Reimbursement of Expenditures

Reimbursement for small purchases is described under Purchasing. Reimbursement for travel expenses incurred on behalf of the College will be made upon presentation of a requisition approved by the Academic Dean and supported (where feasible) by receipts.

Research Funds

In the College budget there is an allocation for faculty research. The Research Committee will inform you of the procedure used to allocate these funds.

Secretarial Service

Secretarial service is furnished to each member of the faculty. Your secretary will type course outlines, bibliographies, examinations, make appointments, take your messages and assist you in the conduct of other college matters. Both mimeograph and ditto are available. After duplication, examinations are stored in a cabinet in the Mail Room and will be returned to secretaries or faculty when requested. You must accept responsibility for the master and extra pages of the examination.

Since your secretary services a number of other faculty, she will not be able to complete work on short notice, or do personal work for you. Especially at certain times (e.g. midterm week) plan your work so that she will have 24 hours to complete it. Do not expect the secretary to reorder your rough copy or to decipher complex or confused material. Any complaint about your secretarial help should be brought to the Academic Dean.

Sick Leave

(see Disability Benefits)

Standing and Cooperative Committees of the Faculty*
(See Appendix E)

All committees will elect officers (chairman, vice-chairman, and secretary) and will make periodic

*The President and Academic Dean are ex-officio members of all faculty committees.

reports to the faculty. The requirement that each committee furnish a written summary of its work to the Academic Dean has been rescinded by action of the Committee on Committees and By-laws.

Academic Standing

This committee determines the academic status of students and considers and acts upon student petitions relative to academic matters. These may include:

1. Petitions to change courses of study after the established deadline for such changes.

2. Petitions for reinstatement by students dropped for academic reasons.

The committee regularly examines the guidelines on which its decisions are based and proposes changes when they are in the best interest of the students and the college.

The committee consists of five faculty members, the Registrar, a representative of the Student Personnel Office and two students.

Admissions and Financial Aid

The committee shall recommend general standards for admission to Carthage College. Where applicants fall below these standards, the committee will determine which students will be admitted and the conditions of their admittance. The committee should become familiar with the more salient scholarship opportunities; recommend students for scholarships and loans; and finally, alert students to graduate school opportunities. The Director of Admissions, the Director of Financial Aids, and the Business Manager are ex-officio members of this committee.

Advising

The charge of the Committee on Advising is:

1. To make recommendations in the entire area of academic advising.

2. To act as liaison between the faculty and the orientation program.

3. To promote the relation between advising and retention.

4. To construct and supervise Advisor's Training system for faculty and student advisors.

The membership will consist of two students, two faculty, the Director of Student Activities, the Director of Testing, the Academic Dean (ex-officio), and the Registrar (ex-officio). One faculty member would be the director of freshmen advising and would also be the chairman of the committee. At least one student should be involved with the orientation program - preferably one of the Co-Chairmen.

Arts and Lectures

The committee annually plans a comprehensive program of events in the areas of intellectual, cultural and public affairs, complementary to the regular curriculum of the college. In so doing, it aims to serve not only the members of the college, but also the citizens of surrounding communities. The committee seeks closely to co-ordinate its program with that of other agencies of the college serving some of these areas, such as academic departments and student organizations. The committee should plan at least one year in advance and should establish a philosophy and general guidelines for the oncoming programs. The events it sponsors may include all-college convocations, including those arranged in conjunction with other agencies of the college, such as the Chaplain and the Honors Committee.

The committee consists of eight members: Three members of the Faculty (appointed by the Committee on Committees and By-Laws) serving three-year terms, with one term ending each year; three students, including one representative of the Student Activities Board appointed by its chairman, with the others appointed by the Student Government; and two representatives of the Administration, one appointed by the President and the other that member of the Administration assigned to administer the program established by this committee.

Athletic

This committee acts in an advisory capacity to the Athletic Director of the college in such matters as:

1. Scheduling of intercollegiate and intramural sports.

2. Introduction, expansion, and control of intercollegiate and intramural sports.

3. Disciplinary action involving infractions of rules by athletes.

4. Providing faculty representation to the Intercollegiate Conference, of which Carthage College is currently a member.

The committee consists of three faculty members, including the faculty athletic representative to the Conference, and three students. The Athletic Director and Business Manager are ex-officio members.

College Cooperative Committee

1. Purpose

To provide a representative forum for the discussion of major matters that concern the entire college community, with the power to make recommendations to the appropriate agencies of the institution.

2. Membership

The membership of this committee shall include representatives from the Administration, Faculty, and Student Body.

a. Administration:
President
Academic Dean
Dean of Students
Campus Pastor

b. Faculty:
Five (5) members of the Faculty chosen annually by the Committee on Committees and By-Laws. At least one (1) of these appointed members shall be from the membership of the Committee on Committees and By-Laws, the one elected Faculty committee.

c. Students:
President of Student Government
Vice-President of Student Government
Four (4) additional members appointed by the Student Government Executive Board, with the approval of the Senate. At least one (1), but no more than two (2) of these appointments shall be made from the Student Government Senate, excluding the other members of the Executive Board.

3. Officers

A Chairman, Vice-Chairman, and Secretary to be elected at the first meeting of each school year. Each facet of the membership must be represented by an officer.

4. Meetings

Regularly scheduled twice montly meetings, with special meetings called by the officers if need arises.

Committee on Committees and By-Laws

See Appendix A, Article VI, Section 4 in the Faculty Handbook.

Curriculum

This committee oversees the operation of the curriculum largely through consultations and discussions with the departments. It also serves as a clearing house for all proposed curricular changes submitted by departments and divisions before those changes are presented to the faculty.

The Curriculum Committee submits all actions to the faculty. In some cases this will be for the purpose of informing the faculty on action taken; in other cases the faculty will be asked to ratify the committee's action. Submission for information will include such matters as: changes in prerequisites, rewording of course descriptions or titles, and substitution or addition of existing courses to major requirements. Submission for ratification will include, for example, additions or deletion of courses, and changes in all college requirements.

The faculty may review, revise, or revoke the decisions or actions of this committee as per Article VI, Section II of the Faculty By-Laws.

Committee membership consists of at least one member from each division, the Registrar, a Librarian, and two students.

Educational Development Committee

"This committee is charged with maintaining an active program of discussion, study, and research to identify and evaluate the role and aims of Carthage College in relation to changing trends in the educational, social, religious, and economic status of the society it serves."

"The committee examines current practices, explores new thought in higher education, and, after due consideration of intermediate and long range goals, recommends through the proper faculty agencies administrative, curricular, or program changes to improve and

strengthen the learning climate in Carthage College."

"Forward planning of this committee is limited to long range planning in the academic development area only."

The committee shall consist of seven permanent members plus two ex-officio members: the President and the Academic Dean. Three members of the committee shall act as the Steering Committee and serve for terms of three years. The other four members will serve for two year terms functioning as "working committee heads" serving as chairmen of such Ad Hoc committees as the EDC creates to pursue specific projects.

Ad Hoc Working Committees will be created as needed by the EDC, working under the direction of the four Working Committee Heads and will consist of no more than two other members appointed from the faculty at large to deal with a specific project for no more than a year.

The four Working Committee Heads shall appoint a Student Consultant Group from that constituency to be representative broadly of student needs and emphases in the various projects undertaken.

Fringe Benefits

A Fringe Benefits Committee was established as a standing committee of the faculty by the Committee on Committees and By-Laws. A charge was to have been drawn up for it but as this date nothing has been received. When a charge is formulated, it will be circulated to the faculty and staff.

Honors

The committee has four areas of responsibility:

1. The submission in consultation with the President of nominations for honorary degrees for consideration by the faculty and the Board of Trustees;
2. The arrangement, in cooperation with the Academic Dean and the Vice-President for Development for commencements and honors convocations;
3. The promotion of honors within the curriculum of the college, including Freshman and Sophomore Honors and departmental honors.
4. The promotion of graduate honors for seniors in cooperation with the Student Personnel Office.

The committee consists of five faculty members, four administrative faculty members, and three students, the students to be selected as follows:

1 student elected from Freshman Honors
1 student elected from Honors Seminar
1 student with honors experience appointed by student government

Interim

The Interim Committee shall be responsible for developing procedures and guidelines for the effective operation of the January term. The Committee shall be responsible for approving courses and advising the Interim Director in maintaining a well-rounded program of offerings that serve the entire college community. Independent study and Interim study projects will be reviewed and approved by the Interim Committee. In other matters the Committee will serve as an advisory nature to the Interim Director. The composition of the Committee will be: the Interim Director, the Academic Dean, the Registrar, three faculty members chosen from different academic areas, and two students.

Library

The Library Committee studies library needs in view of the academic program and advises the Librarian on matters of general library policy, the development of library resources, and upon means which may integrate the library with other academic activities of the college. The committee serves as a liaison group between the Faculty, the Student Body, and the Librarian. It serves a similar function in relation to the Bookstore.

The Faculty shall be represented by one member from each of the following: Honors Program, Special Schools, M. Ed. Board, Interim Committee, Audio-Visual Services. The Librarian and the Bookstore Manager shall be ex-officio members of the committee. Six students shall also serve as members of the committee.

Motor Vehicle Regulations and Appeals

The Committee on Motor Vehicle Regulations and Appeals is composed of two faculty, one representative each from Student Personnel, the Business Office, and the secretarial staff, two resident and one commuting student. The committee establishes rules for registration and use of motor vehicles on campus, hears and decides on appeals on violations of these rules, and generally handles problems that arise pertaining to the Motor Vehicle Regulations. The presence of the campus supervisor from the security police or his representative as a non-voting member is required.

Religious Life

This committee shall be chaired by the College Pastor and will include five student members. (See the Student Government Constitution). The committee shall be responsible for planning the details of the regularly scheduled Chapel services held on campus. This committee shall examine the total religious atmosphere of the campus and make suggestions for its improvement. The College Pastor, Associate College Pastor, Organist, and Choir Director will be ex-officio members of this committee.

Research

The research committee will be concerned about individual faculty research. It will administer the budget allocation of this research by receiving and acting upon proposals. Also, the research committee will direct faculty research funds outside of the college. The research may be compiled and made available when it seems appropriate. When requested the committee will coordinate programs of research about the institution.

Special Schools

This committee will serve in an advisory capacity to the Director of Special Schools. Its general responsibility will be the establishment of policy for the Evening and Summer School programs, e.g. composition of the program, renuneration of the faculty, and student recruitment. The Director of Special Schools will serve as an ex-officio member of this committee.

Student Affairs

This committee acts on any matters pertaining to student organizations and student rights and works in conjunction with the student government to approve the application of new campus organizations, new constitutions, and amendments to current constitutions. It also acts in an advisory capacity to the Deans as a representative of the faculty. The membership is composed of four members of the faculty and four members of the student body. The Dean of Students and the Associate Dean of Students serve as ex-officio members.

Student-Faculty Judicial Board

The Student-Faculty Judicial Board consists of four faculty members appointed by the Committee on Committees and By-Laws and four students appointed by the

Executive Board of Student Government. It is concerned with student discipline and hears cases referred to it by the Office of Student Personnel or appeals from decisions of the Student Judicial Board. It may assign penalties, including suspension or dismissal. The Dean of Students and the Associate Dean of Students serve as ex-officio members.

Student Publications

The Student Publications Board shall be a student-faculty committee with the following membership: (1) Four students who may not serve regularly on the staff of any of the agencies within the board's jurisdiction while holding a positon on the Board and (2) four members of the faculty/administration, appointed by the Committee on Committees, who are not advisers to any of the agencies within the Board's jurisdiction while holding a position on the Board. The Board shall approve the budgets annually for the College newspaper, yearbook, and photo agency. Upon approval, the budgets shall stand unless further appropriations are duly requested of the Board and the Senate and approved. It receives suggestions regarding the publications and other agencies under the Board, and recommends improvements to them. It appoints the editors and business managers of the publications and the head of the photo agency for the following year. It nominates advisers to the Academic Dean for approval and appointment. The Academic Dean may on occasion neet with the Board. The Board shall allocate funds received for its agencies from the Student Government treasury. The Chairman of the Board shall be appointed by the Student Government Executive Board and approved by the Senate. He shall be chosen from the four students appointed from the student body at large. The Board shall meet at least once every month during the academic year.

Teacher Education

The Teacher Education Committee will receive, screen, and act upon all applications for admission into the Teacher Education Program and all applications for admission to Student Teaching. It will communicate its decisions to the appropriate persons. Additionally, it will assume responsibility for determing policy and precedural matters relating to the college-wide involvement in teacher education.

Summer School

Summer school sessions are planned to meet the needs of our own student body in both the day and evening program as well as containing courses that are likely to draw local students who may be attending college some place else during the winter. Faculty assignments in the summer session are based upon suggestions for courses submitted by the faculty themselves through the department and division chairmen. The actual schedule is made out in the office of Special Schools and approved by the Speical Schools Committee. The Director of Special Schools sometimes can secure visiting lecturers, artists, and professors for special programs. The maximum teaching load for the summer program is two courses or eight credit hours. A faculty member is limited to three independent study during any term in which he is teaching another course.

Faculty are paid on the same scale for summer teaching as for evening school, however, faculty are obligated to teach a course on an 80/20 percent tuition basis if the enrollment is five or more. The instructor is guaranteed at least $500 if there are five in the class.

Agreement to teach in the summer session is considered binding once the schedule has been printed unless the faculty member obtains a release from the Academic Dean and the Director of Special Schools.

Teacher Evaluation and Thacher Improvement

No college administration having tenure programs can avoid the responsibility for teacher evaluation and teacher improvement. The principle on which tenure is based is that the faculty member who demonstrates excellence in the classroom should, after a sufficient time, have the right to continuous tenure. Certain personnel are responsible for this evaluation--these include department chairmen, division chairmen, the Academic Dean and the President.

Methods of making this evaluation should include classroom visits along with other procedures effective in determining the quality of work being done by the faculty member. Therefore, in fairness to the college and also the faculty members concerned, those faculty members not yet under tenure must be prepared to accept classroom visits as well as other evaluation procedures employed by the administration. Copies of the Continuing Evaluation Program are available from the Academic Dean's Office.

Termination of Employment

When a person leaves the employment of Carthage College before he can receive his last paycheck, he must return to the Business Office all keys loaned to him. Class record books may be given to the Academic Dean or kept by the instructor. Termination of employment does not change the College requirement for its faculty members to participate in Commencement exercise . (See Baccalaureate and Commencement)

Travel

Faculty are encouraged to attend professional meetings or to vistt other colleges to observe fine teaching, exciting research, etc.

An allotment of $65.00 per faculty member is reserved in the College budget for travel allowance. This determines the total amount for travel that is assigned to each Division. Individual faculty members are to apply to their Divisional Chairman for a travel grant. There are some members who do not use their full allotments. The excess thus accrued may be applied to another member of the division. A brief report of the value of the trip should be submitted to the Academic Dean upon return to the campus.

In those cases where a faculty member attends a meeting at the request of the administration, the total cost will be defrayed by the college.

1. Grants will be made on an individual basis completely instead of being done formally through Divisions as has been the case in the past.
2. No one person will receive more than $65.00 in any one year unless he has not used his allowance for the previous year. In that case, no one person would receive more than $130.00 under any circumstances.
3. A faculty member desiring payment in advance will submit a Travel Request form and will specifically request an advance payment. Payment will then be authorized by the Academic Dean.
4. A faculty member may travel and then submit a record of expenses on a Travel Expense Voucher. This should be accompanied by records and receipts or other means of documentation or substantiation regarding the expenses incurred. Payment for the allowable expenses will then be authorized by the Academic Dean.

CONSTITUTION

of

Carthage College

Revised to July 1, 1971

THE CONSTITUTION

Preamble

The Wisconsin-Upper Michigan Synod of the Lutheran Church in America and the Michigan Synod of the Lutheran Church in America do hereby ordain and establish this Constitution in order to exercise proper control of their institution of learning, Carthage College, and to maintain it in its character of a Christian institution.

Article I

The Name, Purpose and Control

Section 1
The name of the corporation shall be Carthage College incorporated under the laws of the State of Illinois.

Section 2
The purpose of this institution shall be to provide opportunity for higher education, preparing young men and women for service in the church and the various professions and vocations.

Section 3
The property of Carthage College, both real and personal, shall be forever held by the Board of Trustees of said College as a sacred trust for the purpose and intent of furthering the cause of Christian Education, under the guidance and direction of the following synods: the Wisconsin-Upper Michigan Synod of the Lutheran Church in America, and the Michigan Synod of the Lutheran Church in America.

Section 4

Nothing in this Constitution shall prevent the Board of Trustees of said institution from having full power to receive, hold, control, buy, sell, and deed real and personal property as said Board of Trustees shall see fit.

Article II

Board of Trustees

Section 1

A. The government of the corporation shall be vested in a Board of Trustees composed of forty-eight members and constituted as follows:

1. The President of the Wisconsin-Upper Michigan and Michigan Synods of the Lutheran Church in America.

2. The President of Carthage College.

3. Eight members elected by the Michigan Synod of whom four shall be pastors and four shall be laymen.

4. Sixteen shall be elected by the Wisconsin-Upper Michigan Synod of whom eight shall be pastors and eight shall be laymen.

5. Two elected by the Board on nomination by the Alumni Society of the College, one of whom shall be a woman. These two names shall be subject to approval by the Executive Board of one of the synods supporting the College.

6. Six elected by the Board from among the residents of Racine and/or Kenosha County, Wisconsin, subject to ratification by the Executive Board of the Wisconsin-Upper Michigan Synod.

7. Thirteen elected at large by the Board, subject to ratification by the Executive Board of the supporting synod in which the member resides, or if the member does not reside in the territory of one of the supporting synods, then by the Executive Board of one of the supporting synods. Four of these shall be members of The American Lutheran Church.

B. For election, a majority vote shall be decisive.

C. The term of office shall be four years after the initial terms to which members have been elected for four, three, two, or one year periods so as to provide for an equal number, if possible, to be elected each year thereafter.

D. The term of office of trustees elected by the Wisconsin-Upper Michigan and Michigan Synods shall begin on July 1, following their election. The term of office of trustees who are elected by the Board itself shall begin immediately upon the date of ratification by the respective Synodical Executive Committee.

E. Vacancies on the Board of Trustees from the area of Synodical representation shall be filled by appointment of the Executive Board of the respective Synod. The term of office shall be effective immediately and the appointment shall remain in effect until the next regular Synod meeting, at which time the unexpired term shall be filled by Synodical election.

Vacancies on the Board of Trustees from among those who have been elected by the Board itself, shall be filled by election by the Board of Trustees for the unexpired term. The term of office of Trustees elected by the Board itself shall begin immediately upon ratification by a constituent Synod.

Section 2

Members elected by each of the Synods named above shall be members of a Lutheran congregation within such Synod. Members of the Board elected by the Synod shall not serve more than two full consecutive terms.

Section 3

Any faculty members or duly authorized representative or representatives of the faculty may appear before the Board of Trustees as follows:

1. By invitation of the President of the College.
2. By invitation of the Academic Committee
3. By invitation of the Chairman of the Board of Trustees
4. By invitation of the Board of Trustees itself as the result of a petition submitted by a faculty member or the faculty itself. The Board of Trustees may also by its own action invite any faculty member to appear before it for the giving of information or for conference.

Section 4

Every Trustee before taking office shall make the following declaration: "I do sincerely approve the objectives of Carthage College, and do solemnly pledge my endeavor to carry into effect the provisions of its charter, constitution and by-laws and thus promote the great purpose of this institution." (They shall sign the constitution in the presence of the Board.)

Section 5

The officers of the Board shall be Chairman, First Vice-Chairman, Second Vice-Chairman, Secretary, Treasurer, and Attorney. They shall be elected at the annual meeting of the Board and shall hold their respective offices until their successors are elected and qualified. (The Treasurer may or may not be a member of the Board).

Section 6
The officers of the Board of Trustees shall function as the representatives of the College in law.

Section 7
Two regular meetings shall be held each year, one the annual meeting about Commencement time in May or June, and the other in the late fall of the year.

Section 8
If any member of the Board shall be absent from three consecutive regular meetings without a valid excuse, his (or her) place shall be declared vacant. (This rule shall be printed on every notice given of any meeting).

Section 9
In case of a vacancy of the Board of Trustees, such shall be filled as provided in Article II, Section1.

Section 10
The Board of Trustees shall have the general supervision, control and power to direct all the affairs of the institution with the exception of educational matters, which shall be in charge of the faculty subject to the approval of the Board.

Article III
Officers of Administration

Section 1
The administrative officers of the College shall be the President, one or more Vice-Presidents, the Deans, Treasurer, the Business Manager, the Registrar, and such officers as the Board may deem necessary to elect. At the end of the academic year in which these officers reach the age of 68 years, their terms of office shall automatically terminate.

Section 2
The President of the College shall be elected by the Board of Trustees from the clerical or lay membership of the Lutheran Church in America, on nomination by the Executive Committee. His term of office shall be indefinite.

Section 3
The President of the College shall be the head of administrative divisions and all instructional departments of the College, exercising such supervision and direction as will promote their efficiency. He shall give personal attention to the Christian Life of the College. Regular devotional periods shall be held under his direction and students shall be encouraged to participate in the activities of the religious organizations. At the end of the academic year in which the President reaches the age of sixty-eight his tenure of office shall automatically terminate.

Section 4
The other administrative officers shall be elected by the Board of Trustees upon the recommendation of the President of the College.

Section 5
A. If definite charges against the President of inefficiency, neglect of duty, false doctrine or un-Christian conduct be presented by two or more responsible persons in writing to the Chairman of the Board, he shall bring a copy of the charges to the President privately. If the Chairman shall deem the charges sufficiently serious, he shall bring the charges to the Board. The Board may cite the President to appear and, after reasonable notice has been given to him in writing, proceed to hear the evidence upon the preferred charges in his presence. If the President shall refuse to appear or unnecessarily delay the appearance, the Board may proceed to hear evidence and come to a decision. A two-thirds vote of the members of the Board shall be necessary to sustain the charges.

B. If the charges are sustained the Board of Trustees shall have the power to suspend or dismiss the President.

Article IV
The Faculty

Section 1
The faculty shall consist of the President of the College, the Vice-Presidents of the College, the Deans of the College, the Registrar, and the officers of instruction, classified as follows: the professor, the asscoiate professor, the assistant professor, and the instructor.

Section 2
All teachers shall be elected to the Board of Trustees upon the recommendation of the Academic Committee. In cases of necessity a teacher may be employed temporarily by the President of the College until his or her selection is approved by the Board.

Section 3
Every teacher before entering on the discharge of his(her) duties shall make the following declaration: "I solemnly promise to discharge faithfully all the duties of my position and to conform to all regulations of this institution and requirements of this constitution."

Section 4
The faculty shall govern and control the educational affairs of the institution according to the provisions of the charter, constitution, and by-laws. See Article II,Section 10

Section 5
The faculty may be represented at the meetings of the Board of Trustees according to Article II, Section 3 of this constitution.

Article V
The Students

Section 1
This institution shall be open to both men and women, regardless of religious affiliation and nationality. They shall submit to the regulations of the faculty and the Board of Trustees.

Article VI
Amendments and By-laws

Section 1
This constitution may be amended, provided that the amendment has been introduced at a regular meeting of the Board and adopted at the next regular meeting of the Board of Trustees by a two-thirds (2/3) vote of the members of the Board, and that notice has been given the presidents of the aforementioned Synods at least sixty days before the next meeting of each of these Synods, and that no one of these Synods by a two-thirds (2/3) vote on a regular resolution interposes objection at such meeting.

Section 2
By-laws and other rules not contrary to this constitution may be adopted, changed, or repealed by the Board of Trustees in regualr session by a majority of those present.

Section 3
All former acts, rules, and regulations in conflict with this constitution are hereby repealed effective July 1, 1971.

Appendix B

THE BY-LAWS

Article 1

Meetings

Sec. 1. Notice of all regular meetings shall be mailed to each member of the Board of Trustees by the Secretary or Chairman of the Board of Trustees at least ten days prior to the date of such meetings. (See Constitution, Article 11, Section 8.)

Sec. 2. Special meetings may be called at any time upon request of the Chairman of the Board of Trustees, or of five members of said Board, or the President of the College.

Sec. 3. All meetings shall be held on the campus of the College unless otherwise directed by the Chairman of the Board. The place of meetings shall be stated in the notice of the meeting.

Sec. 4. Fifteen members of the Board of Trustees shall constitute a quorum for the transaction of any business except the election of officers and the amendment of by-laws, in the latter cases a majority of the Board shall constitute a quorum.

Sec. 5. Robert's Rules of Order, as modified by rules and regulations of the Board, shall be observed in conducting the business of the Board.

Sec. 6. The following shall be the order of business of the Board of each meeting:

Call to order

1. Devotions
2. Roll call
3. Reading of and reference to minutes of previous meeting
4. Election of Trustees
5. Taking of the obligation and signing of the Constitution by new members
6. Election of officers
7. Reception of documents intended for the Board (petitions and communications)
8. Appointment of special committees
9. Report of the President of the College
10. Reports of officers
11. Reports of standing committees
12. Reports of special committees
13. Reports of various agents
14. Unfinished business
15. Miscellaneous business
16. Approval of minutes
17. Adjournment and prayer

The rules of order may be suspended and any matter considered or postponed by action of the Board.

Article II

The Board of Trustees: Its duties, its officers, their duties

Sec. 1. The Board shall have power to fill all positions on the instructional staff and to decide questions of tenure of office, salary and rank.

Sec. 2. The Board, after due examination and proof of the facts, shall have power to depose any individual from office as the welfare of the institution may demand.

An affirmative vote of two-thirds of the members present shall be necessary to convict in case of discipline. The defendant shall have the right to be heard in his (her) behalf.

Contracts shall be granted to members of the faculty on an annual basis until tenure is attained. After the seventh year, if the services of a faculty member are continued, he shall be granted tenure. Up to two years credit toward tenure may be granted by the President for prior teaching experience. Tenure shall be construed as a continuing contract not subject to annual review, except in regard to salary, until the professor reaches the age of 65.

Sec. 3. The Board shall have the power to confer the degrees usually conferred by colleges and universities. In the conferring of degrees the Board shall ordinarily act on the recommendation of the faculty of the College. If the Board of Trustees shall fail to meet, the faculty shall have authority to confer degrees in course.

Sec. 4. The Board shall exercise supervision over the investment of endowment funds and shall have control of other funds of the College.

Sec. 5. All officers of the Board shall be elected at the annual meeting in May or June. Nominations for any office may be made from the floor at such elections.

In the event of a failure for any reason to elect any or all of said officers, or in case any vacancy occurs in said officers from any cause, an election may be held at any regular or special meeting, a majority of all the trustees being present and notice of such election having been given in the notice of the call for the meetings.

Sec. 6. The Chairman of the Board of Trustees shall preside over all meetings, and shall discharge the duties which usually pertain to that office. He shall sign all diplomas and shall execute contracts and instruments authorized or issued by authority of the Board requiring his signature, the Secretary attesting.

Sec. 7. The Vice-Chairman of the Board of Trustees shall, in case of absence or disability of the Chairman, perform all the duties of that officer.

Sec. 8. The Secretary shall keep a correct account of all proceedings of the Board in a book provided for that purpose and attend to the correspondence of the Board as required. Before the minutes are officially adopted they shall be placed before the members of the Board in writing and be approved by the Board at its regular meeting. He shall have charge of the College seal, and carefully preserve all important papers not otherwise provided for, which, however, shall be subject

to the inspection of any member of the Board at any time. He shall transmit promptly to each Trustee a condensed copy of the minutes of the meeting of the Board.

Sec. 9. The Treasurer shall preserve an accurate account of all funds received and paid out by him, in a suitable book provided by the Board, and shall submit annually an itemized report of the same in such form and at such other times as such reports shall be called for by the Board of Trustees.

The Treasurer shall file with the Secretary a bond for the faithful performance of his duties in such sum as may be fixed by the Board of Trustees with some responsible surety company approved by said Board, the premium on said bond to be paid by the College.

The Treasurer of the College shall be the custodian of the funds and securities belonging to the College, and shall keep said securities in safety deposit vaults to be designated by the Board.

The Board may by resolution designate such officer, officers, employee or employees authorized to have access from time to time to the safety deposit box or boxes standing in the name of Carthage College and wherever located. Access to the securities of the College shall be had by not less than two persons jointly. The Treasurer of the College shall be one of the designated officers authorized access.

This provision, however, shall not be held to exclude the presence of other persons at the same time, providing access has been obtained as aforesaid, nor shall the provisions of this article be held to prevent the Board of Trustees from contracting with a responsible Trust Company to act as custodian in holding and keeping safely said securities, and to make deliveries on the order of any two persons entitled to access to said securities under this section.

The books of the Treasurer and of the College shall be audited by a firm of certified public accountants approved by the Board of Trustees, or in case of emergency, by the Executive Committee of the Board.

Sec. 10. The Attorney shall be the legal adviser of the College, and shall perform such duties as usually pertain to said office.

Article III

Committees of the Board of Trustees

Sec. 1. The standing committees of the Board of Trustees shall be Executive, Academic, Student Affairs, Development, Nominations, and Business and Finance, which shall be divided into two sub-committees, one on Investment, and one on Campus, Plant and New Construction.

Sec. 2. The standing committees, other than the Executive Committee, shall be appointed by the Chairman of the Board with the concurrence of the Board, at the annual meeting or as soon thereafter as possible, to serve until their successors are appointed. In making the appointments, the Chairman of the Board shall designate the Chairman of each Committee.

Sec. 3. Committees appointed as aforesaid shall consist of at least three members of the Board, and in addition the Chairman of the Board and the President of the College as members ex-officio.

Sec. 4. Record of the actions of all committees shall be kept and shall be submitted in writing for approval to the Board at its next meeting. A copy of the minutes of each committee meeting shall be sent promptly to every member of the Board.

Sec. 5. A majority of any of the Committees of the Board of Trustees shall constitute a quorum.

Sec. 6. Meetings of any committee shall be called whenever deemed necessary by the chairman of the committee, by the Chairman of the Board, or by the President of the College. The Executive Committee shall arrange for their regular meetings. The place of meetings shall be left to the discretion of the various committees.

Sec. 7. The Executive Committee shall consist of the Chairman, the Vice-Chairman, the Secretary, the Treasurer, and the Attorney of the Board, the President of the College, Past Chairman of the Board, who are members thereof, one member elected from and by the Board of Trustees from each supporting synod of the College.

The Chairman of the Board shall be Chairman of the Executive Committee unless he finds it inconvenient or inexpedient for him to act. In that case the Committee shall elect its own Chairman.

The Executive Committee shall arrange, when the Board is not in session, for the execution of orders and resolutions not otherwise specifically committed or provided for. It may fill vacancies in the faculty, upon the recommendation of the Committee on Instruction, occurring during a recess of the Board, and, in accordance with the general policy of the Board, shall have the care and direction of matters pertaining to the welfare of the College, and shall especially discharge such duties as the Board may assign to it from time to time. It shall make formal report of its actions to the Board at its next regular meeting.

Sec. 8. The Committee on Development shall supervise all matters which have to do with the general development and expansion of the College, especially along the lines of publicity, securing new students, and interesting prospective givers. They shall recommend to the Board an individual, or individuals, who will function in these matters.

Sec. 9. The Academic Committee shall consider all changes in the instructional staff proposed by the President of the College and shall make the recommendations to the Board regarding the instructional staff, specifying the terms of their employment, in accordance with the approved budget. It shall be the duty of this Committee to examine the system of instruction, educational management, and all other matters pertaining to the educational problems of the College, and to report and make recommendations thereon to the Board.

Sec. 10. The Student Affairs Committee shall have supervision of the physical, social, moral, and spiritual welfare of the student body. They shall see to it that every possible effort is expended for the best welfare of the students along these lines. Disciplinary matters which are referred to the Board by the faculty shall be submitted to this Committee for investigation and report.

Sec. 11. The Business and Finance Committee, through its sub-committee on Investment acting in accordance with the general policy and under the instructions of the Board, shall make or cause to be made investments of all College funds available for investment. This Committee during the intervals between the meetings of the Board of Trustees and of the Executive Committee, shall have authority to change the form of investments of College funds and to make new investments in amounts not exceeding one-tenth of the total endowment, without the previous approval of the Board, and the Committee shall make formal report of such transactions at its next meeting. Any investment, purchase, or sale for the account of endowment funds of the College, or any contract concerning the same, shall have the formal approval of this sub-committee. This sub-committee shall arrange for and make loans with the authority of the Board. No loan shall be made to any trustee, officer, or employee of the College, nor to any religious, fraternal, or charitable organization.

Funds of the College shall be grouped as follows:

(a) Endowment funds
(b) Funds for special purposes
(c) Building funds
(d) Current funds

The endowment funds shall neither be expended nor hypothecated for current expenses. These funds shall be retained and preserved inviolate.

There shall be no restriction as to the kind of investment which may be made, except as hereinafter provided, but other things being equal, preference shall be given to securities issued by the Federal and State Governments, and to obligations issued by cities having over 25,000 inhabitants, to real estate mortgages on improved property, preferably in the States of Illinois and Wisconsin and adjacent states, but in no case shall the amount loaned on mortgages exceed 50% of a fair valuation.

Under all circumstances the Business and Finance Committee shall be governed by the principle of diversification both as to kind and geographical location of investments.

Funds for special purposes shall consist of gifts, grants, donations, and bequests for special purposes, whose principal and income may be used, expended or invested in accordance with the terms of the gifts.

Building funds shall consist of all gifts, grants, donations and bequests for the erection and equipment of buildings, and of other moneys and property appropriated or assigned by the Board of Trustees for that purpose.

Current funds shall consist of income on endowment, tuition receipts, and other fees, gifts, grants or bequests for current purposes, receipts from business and commercial operations of the College, and all other receipts for current use.

Endowment funds, funds for special purposes, and building funds shall not be deposited, nor combined in any way, with the current funds of the College.

Sec. 12. The Business and Finance Committee, through its sub-committee on Campus and Plant shall exercise supervision over the care and control of all buildings, grounds and equipment of the College. It shall, at least once a year, inspect said buildings, grounds and equipment, and report to the Trustees the condition of the same, recommending such expenditures as in its judgment should be made to keep

them in proper condition. Report of inspection shall be made at the semi-annual meeting of the Board in order that recommendations may be considered by the Committee preparing the annual budget. It shall be their duty to see to it that the buildings and property of the College are adequately insured.

The Committee shall investigate and determine the need for new buildings and shall report to the Board, recommending suitable sites. It shall be responsible for the preparation of plans and specifications for such new buildings as the Board may determine, it shall call for bids and recommend to the Board for approval the contractor or contractors who, in its opinion, shall be awarded the contract for any construction authorized.

Sec. 13. The Committee on Nominations shall submit to the Board or suggest to Synods nominations for vacancies occurring in the Board at stated periods. The Committee shall also submit to the Board nominations for Board officers.

Sec. 14. Special committees, unless the method of appointment has been otherwise directed by action of the Board of Trustees, shall be appointed by the Chairman of the Board of Trustees. Such committees shall function and report in the manner designated by the action of the Board in creating them.

Article IV

Duties of Administrative Officers

Sec. 1. The President of the College shall call faculty meetings and shall be presiding officer of such meetings unless he directs a Vice-President or a Dean of the College to preside. He shall have final authority in the internal affairs of the College. The President shall be the official agent of communication between the faculty and the Board of Trustees, between the students and the Board of Trustees, and between any individual or College officer and the Board of Trustees. In the absence or disability of the President of the College, an acting president shall be designated by the Board of Trustees or the Executive Committee of the Board to act in the President's stead.

Sec. 2. The Business Manager shall be the chief business officer of the College, he shall have the management of the entire College plant and of all property of the College, whether real, personal, or mixed. He shall take the initiative in seeking investments for the funds of the College and shall report promptly thereon to the Treasurer and Business and Finance Committee. He shall be responsible for the economical purchase of all supplies and materials and shall see that all buildings and other contracts made by the Board are faithfully executed.

The Business Manager shall collect and receive all moneys arising from gifts, bequests, or otherwise for the benefit of the College, and of all fees and money from any source due the College or any of its departments.

He shall keep proper books of account, fully setting forth the financial conditions and transactions of the College, and shall exercise a general supervision over all accounts of officers and employees of the College which have to do with the receipt or disbursement of funds and securities, and he shall obtain full and true reports of all such receipts and disbursements from the officers aforesaid. He shall supply the Board, and the committees, and the President of the College with such statements as may be required of him, or as may be needed to show correctly the financial condition of the College or any of its departments.

He shall examine all accounts, claims and demands against the College. No money shall be drawn from its treasury unless the amount thereof be adjusted and settled by him and found to be within the budget appropriations, or provisions therefor.

No money shall be drawn from the treasury except by checks prepared and signed by him as follows:

(a) Voucher checks to be countersigned by the Treasurer on the endowment funds and funds for special purposes, and on building funds.

(b) Voucher checks to be countersigned by the President of the College (or by some person authorized by the Board of Trustees to sign in his place on current funds).

The Business Manager shall give a bond in favor of the College for the faithful performance of his duties in such sum as may be fixed by the Board of Trustees with some responsible surety company approved by the Board, the compensation of such surety company to be paid by the College.

The Business Manager shall perform also such other duties as the President of the College or the Board of Trustees may from time to time designate.

Sec. 3. The Academic Dean of the College shall give special attention to the educational policy of the College. He shall investigate the methods and materials used by the various teachers and may make recommendations to the President of the College. After consultation with the heads of departments, he shall make recommendations of new teachers to the President. He shall perform also such other duties as the President of the College may from time to time designate.

Sec. 4. The Dean of Students and his associate deans shall act as advisors to the students in matters pertaining to their physical, social, and moral welfare. They shall investigate matters of discipline and shall report the same to the President of the College. They shall endeavor in every way to assist the student to get the most out of the time spent at this College. They shall perform such other duties as the President of the College may from time to time designate.

Sec. 5. The Registrar shall perform those duties which generally pertain to such office and any others which the President of the College shall from time to time designate.

Sec. 6. The Vice-President for Development shall consider carefully the problems of publicity and the securing of new students, also the securing of gifts and bequests to the College. He shall devise ways and means of developing the College along these lines.

Article V

The Faculty

Sec. 1. The faculty shall hold at least monthly meetings during the academic year, keeping a complete record of the proceedings for the inspection and action of the Board, if desired.

Sec. 2. The President of the College, or, in his absence, the Academic Vice-President or the Dean of the College shall be chairman of the faculty. The faculty shall elect a secretary and such other officers as may be necessary.

Sec. 3. No person shall be elected teacher in this institution who is not of approved character and active in church life.

Sec. 4. In addition to the duty of faithful instruction of students each teacher is charged with the duty of performing such work outside his (her) department as may be apportioned him (her) by the faculty or the President of the College. No teacher shall engage in any undertaking, for or without pay, which shall hinder him (her) in the performance of his (her) regular attendance upon the meetings of the faculty, the religious services, and other public exercises of the institution. Each teacher shall confine himself (herself) to his (her) own department and the branches that may have been assigned to him (her) and shall strive in all ways to maintain due professional courtesy towards, and uphold, his (her) associates.

Sec. 5. No teacher shall resign his (her) position without giving the President of the College at least ninety days' notice of the time at which the resignation is to take effect, unless the Board of Trustees shall make his (her) case an exception to this rule.

Sec. 6. Before a teacher can be dismissed he (she) shall be given ninety days' notice of such dismissal unless such dismissal is based upon unfaithfulness or immorality.

Sec. 7. Any teacher who regards any action of the President of the College or faculty as unjust may appeal his (her) case, through the President of the College, to the Board of Trustees for review and final action.

Article VI

Amendments

Sec. 1. These By-Laws may be amended by a majority vote of those present at any regular meeting of the Board.

Sec. 2. All former acts, rules, and regulations in conflict with these By-Laws are hereby repealed.

Appendix C

FACULTY OFFICES
1975-76

Mrs. Schmitt
Lentz Hall 211
Ext. 272

418 M. Boyer
219 J. Byers
312 D. Dalka
327 C. Diskerud
207 M. Dwyer
204 E. Eger
210 L. Hamilton
213 A. Hauck
208 J. Kennedy
216 I. Kraemer
218 H. Kruger
209 R. Maleske
423 E. Matthaidess
206 D. Rhoads
215 L. Sorokin

Mrs. Flanagan
Physical Education
Center, Ext. 301

104 J. Flanagan
103 C. Huettig
108 A. Keller
107 T. Killian
109 D. Mizerka
111 A. Schmidt
106 J. Swift
110 R. Zalokar

SN M. Olson

Mrs. Albrecht
Lentz Hall 320
Ext. 256

324 J. Duffy
204 E. Eger
205 W. Gunderson
325 S. Hart
304 D. Johnson
422 D. Jurkovic
326 M. Kent
305 V. LaBelle
320 L. Melis
322 R. Miller
303 C. Northrup
309 E. Olson
217 P. Stoelting
321 B. Westfall

Mrs. Odegaard
Religion-Fine Arts
Ext. 442

208 J. Bailey
127 M. Edwards
231 G. Kruse
213 W. Mathews
206 J. Neuenschwander
202 T. Noer
105 P. Powell
125 F. Riley
210 N. P. Ross
244 W. Roth
131 R. Sjoerdsma
129 J. Windh
115 K. Winkle
204 J. Zophy

Mrs. Dart
Lentz Hall
Ext. 255

323 E. Boyer
421 S. Chell
313 T. DuPriest
420 J. Vail Foy
311 V. Hammond
214 D. Michie II
315 L. Noer
310 L. Scharmach
307 R. Schlack
314 W. Tague
317 F. Tolleson
308 T. Van Dahm
306 R. Yanzito

Miss Green
LAS 235
Ext. 234

Interim and
Theatre Bookings

B-10 R. Hirsen
235 T. S. Holland
B-10 C. Ruyle
143 W. Ruyle
B-10 R. Spoor

Mrs. Jones
LAS
Ext. 315

209 C. Chell
226 E. Crump
209 H. Dean
231 H. Glasss
116 R. Hade
122 K. Hamm
128 P. Hansen
206 V. Hart
108 R. Jeanmaire
218 H. Ogren
114 D. Strommen
224 W. Suter
216 R. Tiefel

Ruthrauff Library
LAS
Ext. 330-1-2

J. P. Bishop
B. Kendall
A. L. Piehl
D. Unterholzner
J. Wiggs

Campus Pastor's
Office
Mary Jane Brengelman
Lentz Hall 302
Ext. 239

302 D. Riggle
202 R. Engen

Appendix D

CARTHAGE COLLEGE

1975-76

I. HUMANITIES DIVISION
Chairman *Professor Floyd Tolleson

English Department
*Professor Floyd Tolleson, Chairman
*Professor J. Vail Foy
*Associate Professor Samuel Chell (on leave, Term I, 1975-76)
*Associate Professor Wilma Tague
Assistant Professor Donald Michie
*Assistant Professor Travis DuPriest
xLecturer Mabel DuPriest

Foreign Language Department
*Professor Mary Katherine Kent, Chairman
Professor Edwin Matthaidess
*Assistant Professor Donald Koch
Assistant Professor Ernestine Eger
Assistant Professor Lili Sorokin
Instructor Jane Byers
Instructor Irene Kraemer
xLecturer Eugene Bilotti
xTeaching Associate Enriqueta Duran

Philosophy Department
*Professor Merle Boyer, Chairman
xLecturer Kathryn Jurkovic

Religion Department
Associate Professor Harold Kruger, Chairman
*Professor Allan Hauck
*Assistant Professor David M. Rhoads
xInstructor Dudley Riggle
xInstructor Richard Engen
xLecturer Pastor Melvin Miritz

II. FINE ARTS DIVISION
Chairman *Professor T. Shandy Holland

Art Department
*Professor Wendell Mathews, Chairman
Instructor Gerald Kruse
Instructor Phillip Powell

Speech Communication and Theatre Department
*Professor T. Shandy Holland, Chairman(on Leave, Term II, 1975-76)
*Assistant Professor Ronald B. Hirsen
Assistant Professor William J. Ruyle
Instructor Carol Ruyle

*Indicates Doctorate
xIndicates Part-time

Speech Communication and Theatre Department (cont.)
xLecturer Jeanne Ferraro
xLecturer Mariclaire Holland
Lecturer Ray Spoor

Music Department
*Associate Professor Richard Sjoerdsma, Chairman
Associate Professor William Roth
*Associate Professor John Windh (on Leave, Term II, 1975-76)
Instructor Mark Edwards
Instructor Fred Riley
Instructor Kenneth Winkle
xLecturer Mary Ann Lachovich
xLecturer Kay Valaske

III. SOCIAL SCIENCE DIVISION
Chairman, Associate Professor Eric Olson
Assistant Professor Clayton Diskerud

Geography Department
Assistant Professor Richard W. Miller, Chairman
Instructor Paul Stoelting

History Department
*Professor Nelson Peter Ross, Chairman (on Leave, Term I, 1975-76)
*xProfessor Earl Spangler
*Associate Professor John Bailey, Jr.
*Associate Professor John Neuenschwander
*Assistant Professor Thomas Noer
*Assistant Professor Jonathan Zophy

Political Science Department
Associate Professor Eric Olson, Chairman
*Associate Professor Daniel Jurkovic (on Leave, Term II, 1975-76)
*Assistant Professor William Gunderson

Psychology Department
*Associate Professor Larry Hamilton, Chairman
*Assistant Professor Michael Dwyer
*Assistant Professor Robert Maleske
*Assistant Professor James Kennedy

Sociology and Anthropology Department
*Associate Professor Eunice Boyer, Chairman
*Assistant Professor Valerie Hammond
Instructor Leonard Scharmach
xLecturer Linda Noer

IV. SCIENCE AND MATHEMATICS DIVISION
Chairman, *Professor Kenneth Hamm

Biology Department
*Professor Ralph Tiefel, Chairman
*Professor Herman Ogren
*Professor Walter Suter
*Associate Professor Evelyn Crump

Chemistry Department
*Professor Kenneth Hamm, Chairman
*Professor Paul Hansen
Associate Professor Robert Hade
*Assistant Professor Dennis Strommen

Mathematics Department
Associate Professor Howard Dean, Chairman
Associate Professor Harvey Glaess
Assistant Professor Mary Ann Konsin (on Leave 1975-76)
*xLecturer Charlotte Chell

Physics Department
*Associate Professor Vincent Hart, Chairman
*xAssociate Professor John Casey
Associate Professor Robert Jeanmaire

V. EDUCATION DIVISION
Chairman, *Professor Lloyd Melis

Education Department
*Professor Lloye Melis, Chairman
Assistant Professor James Duffy
*Assistant Professor A. Sue Hart
*Assistant Professor Barry Westfall
Instructor Christophyer Northrup
xLecturer Roger Andreoli
xLecturer Mariclaire Holland
xLecturer Donald Ricci
xLecturer Virginia Spangler

Health and Physical Education Department
Professor Arthur Keller, Chairman
*Associate Professor Ronald Zalokar
Assistant Professor Dianne Mizerka
Assistant Professor August Schmidt
Assistant Professor Jon Swift
Assistant Professor James Flanagan
Instructor Carol Huettig
Instructor Thomas Killian
Instructor Mickey Olson
xLecturer Jeanne Ferraro

VI. BUSINESS AND ECONOMICS DIVISION
Chairman, *Professor Thomas Van Dahm

*Professor Thomas Van Dahm, Chairman
Associate Professor Victor LaBelle
Assistant Professor Donald Johnson
Assistant Professor Donald Dalka
Assistant Professor Richard Yanzito
Instructor Robert Schlack
xLecturer Charles Solberg

JOHN MOSHEIM RUTHRAUFF LIBRARY

Associate Professor James P. Bishop, Librarian
Assistant Professor Ann Piehl, Technical Services Librarian
Instructor Betty Kendall, Public Services Librarian
Instructor Dennis Unterholzner, Reference/Serials Librarian
Instructor Jane Wiggs, Cataloger

Appendix E

THE COMMITTEES OF THE COLLEGE
That involve faculty members
Academic Year 1975-76

Note: Faculty are indicated by (F), students by (S), trustees by (T), and ex-officio members by their titles. The President and Academic Dean are ex-officio members of all committees.

I. THE COMMITTEE ON COMMITTEES AND BY LAWS
(Members are elected by the faculty and serve two-year terms)

Harold Kruger (Humanities, Term Expires 1977) (F)
Phillip Powell (Fine Arts, Term Expires 1977) (F)
Evelyn Crump (Mathematics and Science, Term Expires 1976) (F)
Victor LaBelle (Business and Econonics, Term Expires 1977)(F)
Sue Hart (Education and Physical Education, Term Expires 1976) (F)
Nelson Peter Ross (At Large, Term Expires 1976) (F)
John Neuenschwander (Social Science, Term Expires 1976) (F)
Dr. Harold Lentz (President, ex-officio)
Earl Spangler (Academic Dean, Chairman ex-officio)

II. FACULTY PREROGATIVE COMMITTEES
(Committees in areas where the Faculty has authority because of its responsibility for the educational affairs of the College.)

A. Academic Standing

John Casey (Registrar, ex-officio)
Howard Dean (F)
Kenneth Hamm (F)
Ronald Zalokar (F)
John Bailey, Jr. (F)
Irene Kraemer (F)
Arthur Landry,(Dean of Students)
Steve Ehler (S)
Cristel Farber (S)
Dr. Harold Lentz (President)
Earl Spangler (Academic Dean)

B. Admissions & Financial Aid

Alan Anderson (Director of Admissions)
Dennis Day (Director of Financial Aid)
Artur Villup (Business Manager)
James Flanagan (F)
Arthur Keller (F)
Richard Miller (F)
John Neuenschwander (F)
Fred Riley (F)
Don Johnson (F)
Ruth Johnson (Coordinator of Records & Services)
Barry Westfall (F)
Dr. Lentz,(President)
Earl Spangler (Academic Dean)
Helene Haapala (S)

C. Curriculum Committee
James Bishop (Director of Library Services)
John Casey (Registrar)
John Bailey, Jr. (F)
Eunice Boyer (F)
Sue Hart (F)
Richard Sjoerdsma (F)
Paul Hansen (F)
Richard Yanzito (F)
Travis DuPriest (F)
Jolene Anderson (S)
Nancy Shaw (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

D. Educational Development Committee
Steering Committee:
J. Vail Foy (F) (1 year left)
Vincent Hart (F) (2 years left)
Eric Olson (F) (3 years)
Thomas Noer (F)
Valerie Hammond (F)
Christopher Northrup (F)
Thomas Van Dahm (F)
Dean Ennis (S)
Dave Melis (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

E. Fringe Benefits
Robert Jeanmaire (F)
Edwin Matthaidess (F)
Donald Michie (F)
Dudley Riggle (Campus Pastor)
Robert Schlack (F)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

F. Honors
Jack Harris (Vice-President for Development)
Wilma Tague (F)
Ralph Tiefel (F)
William Gunderson (F)
Allan Hauck (F)
Floyd Tolleson (F)
Thomas Soens (Res. Counselor, Dir. of Testing)
Lynn Hansen (S)
Karen Ksander (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean

G. Interim Committee
T. Shandy Holland (Dir. of Interim)
Herman Ogren (F)
Larry Hamilton (F)
August Schmidt (F)
Jane Spencer (S)
Jan Linduska (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

H. Research Committee
William Ruyle (F)
Dennis Strommen (F)
Paul Stoelting (F)
Kenneth Winkle (F)
Jonathan Zophy (F)
Carol Huettig (F)
Michael Dwyer (F)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

I. Special Schools Committee
Ross Gearhart (Acting Director of Special Schools)
James Kennedy (F)
Harold Kruger (F)
Victor LaBelle (F)
James Duffy (F)
Vincent Hart (F)
Phillip Powell (F)
J. Vail Foy (F)
Berry Kendall (F)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

J. Teacher Education Committee
Chairman of each department or delegate of departments with Teaching Majors. Rest is made up of Department of Education Faculty along with the other ex-officio members.
Dr. Lentz (President)
Earl Spangler (Academic Dean)

III. COOPERATIVE COMMITTEES

A. Advising Committee
Paul Hansen (F)
Don Johnson (F)
Thomas Soens (Dir. of Testing and Res. Counselor)
Robert Kiser (Dir. Student Activities)
Earl Spangler (Academic Dean)
John Casey (Registrar)
Sue Ganz (S)
Rhoda Sorokie (S)

B. Arts and Lectures Committee
Mrs. Lentz
Robert Kiser (Director of Student Activities)

Arts and Lectures Committee (cont.)
Wendell Mathews (F)
Jane Byers (F)
Merle Boyer (F)
Jane Wiggs (F)
Anne Busse (S)
Minatta Woodford (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

C. Athletic Committee
Arthur Keller (Director of Athletics)
Robert Hade (Conference Representative)
Artur Villup (Business Manger)
Diane Mizerka (F)
Harvey Glaess (F)
Edwin Matthaidess (F)
Allan Hauck (F)
Dennis Unterholzner (F)
Steve Hetico (S)
Deb Stofen (S)
Chris Schumacher (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

D. College Cooperative Committee
Arthur Landry (Dean of Students)
Dudley Riggle (Campus Pastor)
Robert Hade (F)
Clayton Diskerud (F)
Donald Dalka (F)
Ann Piehl (F)
David Rhoads (F)
Steve Mertens (S)
Marcia Minke (S)
Nedra Cobb (S)
Jeff Anderson (S)
Ernest Anderson (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

E. Library Committee
James Bishop (Director of Library Services)
Charles Solberg (Bookstore Manager)
Ralph Tiefel (F)
Harold Kruger (F)
T. Shandy Holland (F)
Robert Jeanmaire (F)
Deb Janacek (S)
Jim Spinder (S)
Jim Moldermaker (S)
Pat Pierman (S)
Ray Gornell (S)
Cindy Thomas (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

F. Motor Vehicle Committee
William Aulwes (Representative of Administration)
Patti White (Staff Representative)
Herman Ogren (F)
Gerald Kruse (F)
Ernestine Eger (F)
Dennis Day (Dir. of Financial Aids)
Nancy Shall (S)
Dr. Lentz(President)
Earl Spangler (Academic Dean)

G. Religious Life Committee
Dudley Riggle (Campus Pastor, ex-officio Chairman)
William Roth (ex-officio)
Richard Engen (Asst. Campus Pastor)
Lloyd Melis (F)
Leonard Scharmach (F)
Walter Suter (F)
Tom Gavac (S)
Laura Essinger (S)
Laure Wunsch (S)
Don Wendland (S)
Joel Burkholder (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

H. Student Affairs Committee
Mark Edwards (F)
Mickey Olson (F)
Donald Koch (F)
Thomas Killian (F)
Arthur Landry (Dean of Students)
Margaret Roberts (Associate Dean of Students)
Beth Twiton (S)
Mark Stohlquist (S)
Rene Hooker (S)
Dale Hinz (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

I. Student-Faculty Judicial Board
William Roth (F)
Jon Swift (F)
Robert Maleske (F)
Mary Katherine Kent (F)
Arthur Landry (Dean of Students)
Joel Marks (S)
Pat Neal (S)
Cheryl Jones (S)
Don Schultz (S)
Ron Hirsen (F)
Dr. Lentz (President)
Earl Spangler (Academic Dean)
Margaret Roberts (Assoc. Dean of Students)

J. Student Publications Board
Betty Kendall (F)'
Carol Ruyle (F)
Lili Sorokin (F)
Donald Dalka (F)
Alice Diggle (S)
John Welsch (S)
Jill Young (S)
Deb Langseth (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

K. Tenure Committee
Full list will be sent out after elections are held.

IV. CONTINUING AD HOC COMMITTEES

A. 4-1-4 Sub-committee
James Bishop (F)
Ronald Zalokar (F)
John Casey (F)
T. Shandy Holland (F)
Ruth Johnson (Coordinator of Records & Services)
Valerie Hammond (F)
Steve Olson (S)
Deb Showalter (S)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

B. Computer Committee
Artur Villup (Business Manager)
John Casey (F)
Vincent Hart (F)
Eunice Boyer (F)
Donald Dalka (F)
James Duffy (F)
Arthur Landry (F)
Harvey Glaess (F)
Dr. Lentz (President)
Earl Spangler (Academic Dean)

C. Dean's Advisory Council
Earl Spangler (Chairman)
Kenneth Hamm (F)
T. Shandy Holland (F)
Lloyd Melis (F)
Eric Olson (F)
Floyd Tolleson (F)
Thomas Van Dahm (F)

D. Department Chairman
All department chairmen plus Dr. Casey, Mr. Bishop with the Academic Dean as chairman.

E. Foreign Study Board
Mary Katherine Kent, Chairman
John Casey
Earl Spangler
Dr. Lentz (President)
Further appointments will be reported later.

F. M. Ed. Board
Earl Spangler (ex-officio)
Lloyd Melis (ex-officio)
T. Shandy Holland (ex-Officio)
John Casey (ex-officio)
Ross Gearhart (Dir. of Special Schools)
J. Vail Foy (Humanities)
Robert Jeanmaire (Mathematics and Science)
Eric Olson (Social Science)
Thomas Van Dahm (Business and Economics)
Ronald Zalokar (Education/Health and Physical Education)
(Fine Arts) (will be reported later)

Appendix F

The Terminal Degree for each academic discipline is listed below:

Subject Area	
Art	
a. Studio	M.F.A.
b. Other than Studio	Ph.D.
Biology	Ph.D.
Business Administration	M.B.A. or C.P.A. plus appropriate experience
Chemistry	Ph.D.
Economics	Ph.D.
Education	Ph.D. or Ed.D.
English	Ph.D.
Foreign Languages	Ph.D.
Geography	Ph.D.
History	Ph.D.
Library	M.S.L.S., Plus master's in subject area or appropriate experience
Mathematics	Ph.D.
Music	
a. Performance Area	Mus. M., M.F.A., or D.M.A.
b. Other than performance Area	Ph.D. or D.M.A.
Philosophy	Ph.D.
Physical Education	Master's degree
Political Science	Ph.D.
Psychology	Ph.D.
Physics	Ph.D.
Religion	Ph.D. or Th.D.
Sociology	Ph.D.
Speech Communication	Ph.D.
Theatre	
a. Performance Production Area	M.F.A.
b. Other than Performance Production Area	Ph.D.

The original charge to the ad hoc study committee contained two other specific areas, No. 3, on a quota system, and No. 4, on periodic review of tenured faculty. There are no recommendations for change in the current Tenure Policy document stemming from these two areas. The ad hoc study committee addressed itself to these two areas in the following two paragraphs.

In regards to the establishment of a tenure quota system in which a specified proportion of the faculty would be permitted to be tenured at any point in time, we supoort the present policy of granting tenure on the basis of merit. To decide on any other basis would violate the spirit of the academic .mmunity. The implimentation of the rank recommendation and the terminal degree position would seem to remove the need for a quota system.

community. The implementation of the rank recommendation and the terminal degree position would seem to remove the need for a quota system.

The BOARD ALSO APPROVED THE FOLLOWING MATERIAL: The committee supports the present system of annual review with the intent of counseling for potential improvement. If after continued counseling, the individual does not show improvement, the College may take advantage of due process to remove the tenured person. The evaluation procedure does require the sharing of the evaluation with the faculty person under review. An evaluation procedure which is open, honest, and informs the faculty member of his strengths and weaknesses serves to accomplish the goals of the College and serve its best interests.

Appendix G

CARTHAGE COLLEGE SPEAKER POLICY

Carthage College is conscious that any policy statement in this area involves affirmation of both academic freedom and of institutional and personal responsibility. On the one hand, the college must be aware of the impact which the college and its program make on the community and constituency; it must be zealous to avoid promoting that which is opposed to its aims and principles or that which is vulgar. On the other hand, the college must be concerned to defend academic freedom; it must encourage firsthand knowledge of current problems and developments and provide opportunities for growth and maturity, so that students can be encouraged to make judgments which are consonant with the principles for which the college stands.

Carthage College believes that true education thus seeks to develop a critical understanding of life in all its aspects. To encounter life is to confront and to be confronted by people in the context of the movements of history. People, in relationships, are the primary subjects, to which virtually all textbooks direct attention.

A church-related college must by nature adopt the most realistic stance possible in the academic world, for the Christian faith which it reflects recognizes the basic sinfulness of man's nature and describes it forthrightly. Such a college, however, does not remain neutral in this process, but focuses attention upon man as he ought to be.

In the changes of time when traditional values are suffering attack and often erosion, when old standards are challenged or fall, textbooks about man often fail to keep up with man himself. For this reason face-to-face encounter with articulate representatives of current trends in political, cultural, religious, and economic change is an indispensible practice on the part of the administration, faculty and the student body of any institution of higher education.

Carthage believes that encounters with, rather than isolation from, contemporary issues in the world, even of the most extreme nature, are especially incumbent on the church-related college. Such an institution seeks not only academic excellence but also relevant contact for faith with the worlds of science, culture, politics, and all aspects of life in God's world. But the Christian purpose in education is served fully, only when each such presentation is followed up in some responsible way whereby its basic assumptions are tested and challenged in the light of Christian faith and values.

Since the church is challenged to a dialogue with voices of all sorts in this world, often in accents and tones which are not familiar to the vocabulary of faith, and since the church seeks to direct its witness to all situations which face man, it is imperative that a church college involve itself in those matters precisely because they rightly concern the church and challenge believers. Indeed, the church college must lead the way in the kind of dialogue which the church ought constantly to pursue with respect to the world. On its part, the sponsoring denomination must have confidence in its educational enterprises--the boards, administrators, faculties, and students of its colleges-- so as to allow them to function as educational institutions of quality and as leaders in the exploration of society, culture, and truth, as part of the Christian witness in these areas.

Therefore, with regard to speakers invited to the campus, Carthage College recognizes that:

1. The practice of affording members of the college the privilegz of inviting representative speakers to address them is a sound one and should be encouraged. Furthermore, since free inquiry and free discussion are essential to educational development, a recognized college organization or committee may invitc any speaker to speak on campus. Before an invitation is extended, the advisor(s) of the respective organization must be consulted; however, advisors shall not have the power to veto over the invitation. Also, before the invitation is extended, the inviting committee or organization must register the proposed event with the Director of Student Activities. If in the light of this speaker policy statement and its implementation by the Committee on Arts and Lectures, he feels the proposed event should be considered further, he may refer the matter to that committee. The committee shall not have the power of veto. It shall strive to see that there is an overall balance in the variety of speakers presented, and that those who hear a speaker have a right to expect from him a responsible presentation of an issue.

2. Sponsorship of guest speakers does not imply approval or endorsement by the college of the views expressed by the speaker. Furthermore, it is especially important to understand that speakers always appear within the context of the total educational program of the college and their appearance ought, hopefully, to help us attain the goal of developing mature, thinking persons who are aware, also, of the Christian dimension applicable in each situation. Because speakers do appear within the context of the total educational program and because in some instances it is crucially important to remain within that context, the Committee on Arts and Lectures may consider it wise and appropriate to open some programs only to the college.

As is true elsewhere in the academic process, this policy involves the risk of errors in judgment. It involves the calculated risk of offending some people, but it is a risk that is unavoidable. We must live with the risk and strive to act responsibly in this important area of the educational process.

Appendix H

OFFICE OF THE ACADEMIC DEAN

DEPARTMENT AND DIVISION CHAIRMEN AND ASSISTANTS

DIVISION CHAIRMEN	ASSISTANTS	DIVISION
Dr. Tolleson	Mr. Kruger	Humanities
Dr. Hamm (Dean's Advisory Council)	Dr. Hansen	Science & Mathematics
Dr. Holland	Mr. Ruyle	Fine Arts
Dr. Melis	Dr. Poston	Education & Physical Ed.
Mr. E. Olson	Mrs. Boyer	Social Science
Dr. Van Dahm	Mr. Faulkner(1)	Business & Economics
	Mr. LaBelle(2)	

DEPARTMENT CHAIRMEN	ASSISTANTS	DEPARTMENT
Mrs. Boyer	Mr. Scharmach	Sociology & Anthropology
Dr. Boyer	Mr. Bishop	Philosophy
Mr. Dean	Mr. Glaess	Mathematics
Dr. Hamilton	Dr. Carlson	Psychology
Dr. Hamm	Dr. Hansen	Chemistry
Dr. V. Hart	Mr. Jeanmaire	Physics
Dr. Holland	Mr. Ruyle	Speech Communication & Theater
Mr. Keller	Dr. Zalokar(1)	Health & Physical Ed.
	Mr. Schmidt(2)	
Dr. Kent	Mrs. Kraemer	Foreign Languages
Mr. Kruger	Dr. Hauck	Religion
Dr. Mathews	Mr. Kortlang	Art
Dr. Melis	Dr. Poston	Education
Mr. Miller		Geography
Mr. E. Olson	Dr. Jurkovic	Political Science
Dr. N. Peter Ross	Mr. Bailey	History
Dr. Sjoerdsma	Mr. Roth	Music
Dr. Tiefel	Dr. Suter	Biology
Dr. Tolleson	Dr. Tague(1)	Literature
	Dr. Foy(2)	
Dr. Van Dahm	Mr. Faulkner(1)	Business & Economics
	Mr. LaBelle(2)	

Appendix I

1975-76 FACULTY AND ADMINISTRATION

Mr. Alan R. Anderson	Administrative Asst. To President & Director of Admissions
Mr. William Aulwes	Assistant Business Manager
Dr. John Bailey, Jr.	Assoc. Prof. of History
Mr. Kenneth Bartels	Development Associate
Mr. Larry Behm	Associate Director of Admissions
Mr. James P. Bishop	Dir. of Library Services & Librarian; Assoc. Prof. of Philosophy
Dr. Eunice Boyer	Assoc. Prof. of Sociology; Chmn. Sociology & Anthropology Dept.
Dr. Merle Boyer	Prof. of Philosophy; Chmn., Philosophy Dept.
Mrs. Jane Byers	Instructor in Language
Dr. John Casey	Registrar & Dir. of Academic Services; Assoc. Prof. of Physics
Dr. Samuel Chell	Assoc. Prof. of English (on Leave, Term I, 1975-76)
Dr. Evelyn Crump	Assoc Prof. of Biology
Mr. Donald Daika	Asst. Prof. Business Admin.
Mr. Dennis Day	Director of Financial Aids
Mr. Howard Dean	Assoc. Prof. of Math; Chmn., Math Dept.
Mr. Clayton Diskerud	Asst. Prof. of Social Science
Mr. James Duffy	Asst. Prof. of Education
Dr. Travis DuPriest	Asst. Prof. of English
Dr. Michael Dwyer	Asst. Prof. of Psychology
Mr. Mark Edwards	Instructor in Music
Miss Ernestine Eger	Asst. Prof. of Spanish
Mr. Richard Engen	Associate Campus Pastor; Instr. in Religion
Mr. Donald Faulkner	Director of Deferred Giving
Mr. James Flanagan	Asst. Prof. of Physical Education

Dr. J. Vail Foy	Professor of English
Mr. Ross Gearhart	Director of Special Schools; Assoc. Prof. of Speech
Mr. Harvey Glaess	Assoc. Prof. of Mathematics
Dr. William Gunderson	Asst. Prof. of Political Science
Mr. Robert Hade	Assoc. Prof. of Chemistry
Dr. Larry Hamilton	Assoc. Prof. of Psychology; Chmn., Psychology Dept.
Dr. Kenneth Hamm	Prof. of Chemistry; Chmn., Science & Math Div.; Chmn., Chemistry Dept.
Dr. Valerie M. Hammond	Asst. Prof. of Sociology
Dr. Paul Hansen	Professor of Chemistry
Mr. Burdette Harris	Assoc. Director of Admissions
Mr. Jack Harris	Vice President for Development
Dr. Annette Hart	Asst. Professor of Education
Dr. Vincent Hart	Assoc. Prof. of Physics; Chmn., Physics Dept.
Dr. Allan Hauck	Prof. of Religion
Dr. Ronald Hirsen	Asst. Prof. Speech
Dr. T. Shandy Holland	Prof. of Speech; Chmn., Fine Arts Div.; Chmn., Speech Comm. & Theatre; Dir. of Interim; Dir. of M. Ed. Program (on Leave, Term II, 1975-76)
Miss Carol Huettig	Instructor in Physical Education
Mr. Robert Jeanmaire	Assoc. Prof. of Physics
Mr. Donald Johnson	Asst. Prof. of Business
Miss Ruth Johnson	Coordinator of Records & Services, Office of Registrar
Dr. Daniel Jurkovic	Assoc. Prof. of Political Science (on Leave, Term II, 1975-76)
Mr. Arthur Keller	Athletic Director; Prof. of Phys. Educ.; Chmn., Health & Phys. Educ. Dept.
Mrs. Betty Kendall	Public Services Librarian

Dr. James Kennedy	Asst. Prof. of Psychology
Dr. Mary Katherine Kent	Professor of German; Chmn., Foreign Language Dept.; Director of Foreign Study
Mr. Thomas Killian	Instructor in Health & Phys. Educ.
Mr. Robert Kiser	Director of Student Activities Concert Manager
Dr. Donald Koch	Asst. Prof. of Spanish
Miss Mary Ann Konsin	Asst. Prof. of Mathematics (on Leave, 1975-76)
Mrs. Irene Kraemer	Instructor in French
Mr. Harold Kruger	Assoc. Prof. of Religion; Chmn., Religion Dept.
Mr. Gerald Kruse	Instructor in Art
Mr. Victor LaBelle	Assoc. Prof. of Business Admin.
Dr. Arthur Landry	Dean of Students; Asst. Prof. of Education
Mr. Gary Larson	Purchasing Agent
Dr. Harold Lentz	President
Mr. David Lewis	Men's Residence Hall Director
Miss Sherry Kay Mader	Director of Women's Residence
Dr. Robert Maleske	Asst. Prof. of Psychology
Dr. Wendell Mathews	Prof. of Art; Chmn., Art Dept.
Mr. Edwin Matthaidess	Professor of Classics
Dr. Lloyd Melis	Professor of Education; Chmn., Educ. Dept.; Dir. of Teacher Education Program; Chmn., of Educ. & Phys. Educ. Division
Mr. Donald Michie	Asst. Prof. of English
Mr. Richard W. Miller	Assistant Prof. of Social Science & Geography; Chmn., Geography Dept.
Miss Dianne Mizerka	Asst. Prof. of Physical Education
Mr. Donald Moldenhauer	Director of Public Relations
Mrs. Suellen Myers	Adm. Counsellor

Dr. John Neuenschwander	Assoc. Prof. of History
Dr. Thomas Noer	Asst. Prof. of History
Mr. Christopher Northrup	Instructor in Education
Dr. Herman Ogren	Professor of Biology
Mr. Eric Olson	Assoc. Prof. of Political Science; Chmn., Soc. Science Div.; Chmn., Political Science Dept.
Mr. Mickey Olson	Instructor in Physical Education
Mr. Robert Peterson	Alumni Director
Miss Ann Piehl	Technical Services Librarian
Mr. Phillip Powell	Instructor in Art
Dr. Richard Powell	School Physician
Miss Dorothy Rath	Director of Placement & Career Planning; Counselor to Women Students
Dr. David M. Rhoads	Asst. Prof. of Religion
Rev. Dudley Riggle	Campus Pastor & Instructor in Religion
Mr. Fred Riley	Instructor in Music
Miss Margaret Roberts	Associate Dean of Students
Dr. Nelson Peter Ross	Prof. of History; Chmn., History Dept. (on Leave, Term I, 1975-76)
Mr. William Roth	Assoc. Prof. of Music
Mr Mitchell Rukavina	Director of Publicity
Mrs. Carol Ruyle	Instructor in Speech
Mr. William Ruyle	Asst. Prof. of Speech & Theatre
Mr. Jack Satorius	Field Representative
Mr. Leonard Scharmach	Instructor in Sociology
Mr. Robert Schlack	Instructor in Economics
Mrs. Janet Schlaefer	School Nurse
Mr. August Schmidt	Asst. Prof. of Physical Education
Dr. Richard Sjoerdsma	Assoc. Prof. of Music; Chmn., Music Dept.

Mr. Thomas J. Soens	Residence Counselor; Dir. of Testing
Mr. Charles Solberg	Bookstore Manager & Director of Safety
Mrs. Lili Sorokin	Asst. Prof. of German
Dr. Earl Spangler	Academic Dean; Professor of History
Mr. Ray Spoor	Lecturer in Theatre
Mr. Paul Stoelting	Instructor in Geography
Dr. Dennis Strommen	Asst. Prof. of Chemistry
Dr. Walter Suter	Prof. of Biology
Mr. Jon Swift	Asst. Prof. of Physical Education
Dr. Wilma Tague	Assoc. Prof. of English
Mr. Winton Thurber	Asst. Director of Admissions
Dr. Ralph Tiefel	Professor of Biology; Chmn., Biology Dept.
Dr. Floyd Tolleson	Professor of English; Chmn., English Dept.; Chmn., Humanities Div.
Mr. Dennis Unterholzner	Reference/Serials Librarian
Dr. Thomas Van Dahm	Pfofessor of Economics; Chmn., Business & Economics Division
Mr. Artur Villup	Treasurer & Business Manager
Dr. Barry Westfall	Assistant Prof. of Education
Mrs. Jane Wiggs	Cataloger
Dr. John Windh	Associate Prof. of Music (on Leave, Term II, 1975-76)
Mr. Kenneth Winkle	Instructor in Music
Mr. Richard Yanzito	Asst. Prof. of Business Administration
Dr. Ronald Zalokar	Assoc. Prof. of Physical Education
Dr. Jonathan Zophy	Asst. Prof. of History

1975-76 PART-TIME FACULTY

Mr. Roger Andreoli	Education	
Mr. Bruce Baylor	Speech	
Mr. Eugene Biolotti	Language	(Term I)
Dr. Charlotte Chell	Mathematics	
Mrs. Mabel DuPriest	English	(Term I)
Mrs. Enriqueta Durna	Language	
Mrs. Jeanne Ferraro	Physical Education Speech	
Mrs. Mariclaire Holland	Education	
Mrs. Kathryn Jurkovic	Philosophy	
Miss Mary Ann Lackovich	Music	
Mr. Thomas Merrifield	Political Science	(Term I)
Pastor Melvin Miritz	Religion	(Term I)
Mrs. Linda Noer	Sociology	
Mrs. Bridget Otterbacher	Education	(Term I)
Mr. Don Ricci	Education	
Mr. Charles Solberg	Business	(Term I)
Mrs. Virginia Spangler	Education	(Interim, Term II)
Mr. Jon Straub	Physical Education	(Term I)
Miss Kay Valaske	Music	

Appendix J

CONTINUING FACULTY EVALUATION

This program was discussed by department chairmen, was recommended and approved by the Dean's Advisory Council and the President, and is part of the evaluation procedure of Carthage College as of March, 1971.

Each incoming full-time faculty member and each non-tenured full-time faculty member now at the college will be required to undergo an evaluation procedure. Certain tenured faculty members now at the college may be placed under the program at the option and discretion of their department chairman. This would apply particularly to those tenured members who have made no serious effort at self-improvement or at keeping themselves current in their areas.

The Academic Dean and Department Chairman will determine a date which shall be the halfway point between the initial contract and the 6th year of service, the year in which intent to grant tenure will be voted upon by the Committee on Tenure.

The Department Chairman, in consultation with the faculty member, will then determine what progress shall be made toward a degree, what academic programs will be undertaken where a terminal degree is not involved, what other activities will be undertaken or other accomplishments achieved, or what expectations must be agreed upon in order for the faculty member to progress toward the acquisition of tenure. It should be emphasized that any member of other factors go into the decision to grant tenure, not the least of which is classroom performance.

It should be noted that mere completion of any evaluation agreement, acquisition of a terminal degree, or other achievements of a professional nature will not bring automatic granting of tenure. That decision will be made after taking into consideration the total academic, professional, and personal record of the faculty member.

Such a progression will be divided into two parts--the level to be reached at the halfway point and the final level or status to be reached in the 6th year.

There should be the clear understanding that an evaluation must be made at the halfway point. At that time, it can be determined how well the initial goals have been met, what rate of progress there has been, and whether any exceptions should be made for whatever reasons might appear

to be valid. At the point, final goals are set for the remainder of the non-tenured period. It is at this point also that separation could take place should it be evident that good faith has not been shown or that reasonable progress has not been made toward even a minimal level of achievement.

The final judgment will be made in the 6th year by the Committee on Tenure and in accordance with the procedure now in effect for the determination of tenure.

The initial determination of goals or progress shall be put in written form and the affected faculty member must be privy to the "contract of understanding." The Department Chairman will then present it to the Academic Dean for review and concurrence. Any changes or additions must be agreed upon by the Department Chairman and Academic Dean and the faculty member must be informed of them. The final agreement is then placed in the faculty member's personnel folder in the Academic Dean's office. Much the same procedure and disposition should be followed and made in the case of the second or halfway evaluation agreement.

When the Committee on Tenure meet to consider granting of tenure it shall have access to any and all agreements and written records that are in any faculty member's personnel folder.

It is not intended that our system of evaluation and tenure granting be reduced to a purely mechanistic one of checking off goals and levels of progress. There are a number of other things such as good teaching, competent administration, attitude, personality, integrity and overall performance that must be taken into account when such a fateful decision is made.

However, this continuing evaluation program will provide us with more specific, tangible, and visible means whereby judgments can be made. Just as importantly, the faculty member will know where he stands and what is expected of him, two ingredients often lacking in evaluation programs or procedures. And finally, the Committee on Tenure will have as complete a profile as possible when they engage in their deliberations.

Earl Spangler
Academic Dean

Appendix K

GRADE REVIEW PROCEDURE

Throughout the history of American higher education the individual professor has almost always had absolute authority over the grading process within his or her courses. While the College Co-operative Committee feels that this is as it should be the Committee is also concerned that a student who genuinely believes that a final term grade represents an unfair or arbitrary evaluation of his or her performance be accorded a clearly defined and equitable appeal procedure. This is not meant to imply that the existing grade review procedure at Carthage College has proven totally unworkable but rather represents a sincere attempt to clarify and improve upon the present policy.

The procedure used in the past whereby a student will first discuss the problem with the instructor, and then, if necessary with the department chairman would still be followed. If the department chairman so desires he may present the matter to members of his department or division for their consideration. If the problem cannot be resolved at these levels, the student may appeal for a review in writing to the Academic Dean by the end of the second week of the following regular term. The actual review would consist of the student's presentation of available tests, papers, and other items on which he was evaluated and the instructor's explanation of the case. The Academic Dean will conduct an investigation and will consult with the affected party or parties. If no mutually satisfactory resolution is made, the case will be given to an ad hoc Committee composed of a minimum of four Divisional Chairmen plus one faculty member from the involved department, such member to be selected by the student whose complaint is being investigated. If, however, the department involved is too small to permit compliance with this guideline, the student may choose a faculty member from the related division exclusive of the Divisional Chairman. The ad hoc committee will be formally constituted and appointed by the Academic Dean.

The ad hoc Committee will review, investigate and consult and will make a final recommendation to the Academic Dean who will then transmit this recommendation to the faculty member for final action.

Appendix L

POLICY REGARDING EMERITUS STATUS

Emeritus status should be granted under the following circumstances and conditions; furthermore, it should be granted on the basis of merit only with all cases considered separately:

1. upon full retirement from active teaching at Carthage College;

2. if at that time the individual has accrued 15 years of full time service and holds the rank of either Associate or Full Professor;

3. if at that time the person is a tenured member of the faculty if it is a faculty person who is to be so honored;

4. upon the recommendation of the Department Chairman, such recommendation is to be made to the Academic Dean. The Dean will make his recommendation to the President who will carry the matter to the Board. The Board will make the final decision;

5. the college will present a suitable award;

6. no person will be given emeritus status by Carthage College if he or she shall have been given the same status by any other comparable institution.

It was further understood that should the President wish to give emeritus status to those normally construed to be administrators or staff personnel, this is within his jurisdiction and the terms and conditions stated in this motion would not apply.

The following privileges were listed as those recommended for granting to emeritus professors:

1. Considered member of college community and so listed in college catalog;
2. Listing with American Association of Emeriti;
3. Invitations to participate in academic processions;
4. Privilege of attendance at faculty meetings;
5. Admission to all college events on same basis as active faculty;
6. Subscriptions to college publications and inclusion on mailing lists for college publications;
7. Services and discounts similar to those accorded to faculty at College Bookstore and Dining facilities;
8. Tuition remission for self and spouse;
9. Library privileges.

Appendix H

October 4, 1971

TO: ALL FACULTY

FROM: DEAN SPANGLER

The Administrative Council has discussed the matter of compensation and income for those faculty who conduct tours during Interim. Although the specific case had to do with Interim, I would assume that the same principle holds good for similar situations during the academic year.

The general principle is that the college cannot pay any compensation that might be construed as salary since the faculty member is already on salaried status. To pay an additional sum so construed would mean, in effect, paying a salary for the performance of a duty and a time for which the faculty member is already being paid.

Those faculty members who do conduct tours are entitled to full tour expenses from the fees and other charges that should be geared so as to enable the faculty member to achieve such payment. This does not include payment of travel expense by the College.

There are any number of related items for which charges are made when tours are undertaken, exclusive of transportation, food, and lodging. While this list is not definitive, the items do represent the types of things for which the individual must assume responsibility and which the college feels it cannot cover. Thus, these expenses must and should be met through the charges made for the tour:

Passport photos; passport and/or visa fee; vaccination & health examination fee; airport tax; transportation of luggage; tips; customs taxes on goods brought into the country.

I have been asked to inform each faculty member of this decision. Any questions on the matter should be referred to the Business Office.

Appendix N

Excerpts from Academic Freedom and Tenure: A Handbook of the American Association of University Professors (1967)

From "Academic Tenure" (p. 38)

Termination for cause of a continuous appointment, or the dismissal for cause of a teacher, previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least one year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

From "1957 Recommended Institutional Regulations on Academic Freedom" (p. 75)

If a tenure appointment is terminated because of a financial emergency, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and has declined.

Appendix O

FRONT

CARTHAGE COLLEGE
Trip Ticket

To the Business Manager Date _____

In compliance with college regulations I request the use of Carthage College Automobile _____
Make

for the purpose of: Purpose _____

(Please complete each line for each trip.) Place _____

Duration _____

_____ (Omit fractional miles) _____

Speedometer reading end of trip (END) _____

Speedometer reading beginning of trip (Start) _____

Total miles traveled _____

Charge Department _____ $ _____

I certify that the College Automobile was used by me for official college business only.

Signed _____

This trip ticket must be completed for each trip. Upon completion of the trip, return the trip ticket, the keys and credit card back to the Business Office.

BACK

REGULATIONS FOR THE USE OF COLLEGE AUTOMOBILES

1. College automobiles are to be used for official college business, and by the college staff members only.

2. Students are not authorized to operate college vehicles except under the following conditions:
   a. When several vehicles are signed out for the same trip, then the students may be assigned as drivers, under the supervision of the staff member sponsoring the trip.

3. The journey to be performed with all practicable dispatch, by the shortest route usually traveled.

4. The staff member to whom the college vehicle is assigned shall be responsible for the proper use of the vehicle and comply with the college regulations.

Artur Willup
Business Manager & Treasurer

May, 1971

Appendix P

CARTHAGE COLLEGE

TRAVEL REQUEST

TO _____ DATE _____

I request permission to travel on behalf of Carthage College in the manner and for the purpose described below:

NAME OF ORGANIZATION OR ASSOCIATION, PLACE, PURPOSE AND DURATION OF TRAVEL _____

_____

_____

ESTIMATED COST OF TRIP:

1. Type of Transportation _____ $ _____
   Cost _____ _____
2. Lodging _____ $ _____
3. Meals _____ $ _____
4. Other (Specify) _____ $ _____

   _____

TOTAL ESTIMATED COST OF TRIP $ _____

_____

CHARGE TO DIVISION OF _____

_____
(Signed)

APPROVED:

_____
(Division Chairman)

I hereby request payment in advance of $ _____.

_____
(Dean of the College or President)

Submit to the Business Office at least 24 hours before proposed trip.

Office of the Academic Dean

Appendix Q

Guide

Carthage College
Kenosha, Wisconsin

Application for Sabbatical Leave

_____
Name

1. I request leave for the period _____ to _____ at (half) (full) salary.

2. The following service renders me eligible for sabbatical leave:

_____
_____
_____

3. If leave is granted I will spend the time as follows:

_____
_____
_____
_____
_____

4. These activities will benefit Carthage because:

_____
_____
_____
_____
_____

5. If you will be doing research during your sabbatical please attach a separate sheet with the following information:

a) statement of problem
b) brief description of related research (i.e. preparatory work done by self or others)
c) current status of research and estimated date for completion
d) source of data collection
e) facilities you would ask the College to provide

Appendix R

CARTHAGE COLLEGE

INCOMPLETE GRADE

Date: _____

Student's Name: _____

Course Number and Name: _____

Reason for the Incomplete Grade: _____

_____

Work Remaining to Complete the Course (Assignments, Examination, etc.)

_____

_____

_____

_____

Instructor's Signature

75-76 Appendix S

MEMO TO: Faculty, Staff and Resident Assistants

FROM: William Ruyle, Auditorium Director

Re: Reservations and Scheduling for Wartburg Auditorium

In order to accommodate the large number of people requesting to use Wartburg Auditorium, we are asking you to cooperate with us in establishing the following policy:

1. Reservation requests should be submitted in writing to Mr. Ruyle at least two weeks in advance of the desired date. Open dates may be checked first with Miss Green in LAS 235, ext. 234.

2. Requests should include set-up time, performance time, and strike or take-down time.

3. If special lighting effects are needed, Mr. Ruyle can put you in touch with a qualified student operator who can be hired for the necessary set-up and operation of the lighting equipment.

4. All other requests for service or equipment are to be directed to the Maintenance Department by way of a request to the Business Office.

5. All groups using the auditorium are responsible for removing equipment and personal belongings immediately following a performance or presentation. Any exceptions must have Mr. Ruyle's approval in advance.

CARTHAGE COLLEGE FACULTY BYLAWS

Article I
Name

The name of this organization shall be the Carthage College Faculty.

Article II
Purpose

The Carthage College Faculty shall govern and control the educational affairs of the institution according to the provisions of the charter, constitution, and by-laws (See Article II, Section 10, and Article IV, Section 4 of the Constitution of Carthage College).

Article III
Membership

The President, Vice-Presidents, Deans, Associate Deans, Registrar, Director of Athletics, Campus Pastor, Librarians, and Officers of Instruction shall have a vote at faculty meetings.

Article IV
Officers

Section 1 - Presiding Officer
The Presiding Officer of the Faculty shall be the President of the College, or a substitute named by him (usually the Academic Dean).

Section 2 - Secretary
The Secretary of the Faculty shall be one of the members selected by election of the body. The Secretary is responsible for the recording of the minutes of meetings of the Faculty, and for preparing copies of such minutes for distribution to members of the Faculty. Election to this office shall be by plurality of those members present and voting at the first Faculty meeting of the academic year, a quorum being present.

Section 3 - Parliamentarian

The Parliamentarian of the Faculty shall be nominated by the Committee on Committees and Bylaws at the first faculty meeting of each academic year. The Parliamentarian must be an officer of instruction or an officer of the college. He should be conversant with parliamentary procedure and the Bylaws and regulations adopted by the faculty of the college. He should be faithful in attendance at all business sessions. In case of necessary absences at meetings, he should inform the officer in charge well enough in advance of such meetings.

The Parliamentarian should assist the Chair, if necessary, prior to a meeting if complex matters are to be brought before the faculty in order to anticipate problems and decide on ways to avoid difficulties; assist the Chair or any member of the faculty when complex problems about procedure arise or interpretations about procedure are needed; assist the Secretary in taking minutes relative to the specific language of motions and matters relative to procedure; as inconspicuously as possible, call attention of the Chair to any error in the proceedings that may affect the substantive rights of any member or may otherwise do harm; to be seated, therefore, as near the Chair as possible for consultation; be consulted when there is to be a general revision of the Bylaws.

Article V
Meetings

Section 1 - Regular Meetings

Regular meetings of the Faculty may be called by the Presiding Officer at any time upon 24 hours notice to the membership, a quorum being present. The 24 hour provision may be waived in cases of extremely unusual circumstances.

Section 2 - Definition of a Quorum

Fifty percent of the membership of the Faculty shall consittute a quorum.

Article VI
Committees

Section 1 - Purpose

Standing Committees are established in various areas that concern the faculty. In some instances committees advise the faculty, in others they represent and act for it.

Section 2 - Prerogative Committees

In some areas committees are established because the faculty has responsibility for the educational affairs of the college. The actions of these committees are always subject to review by the faculty, whose approval must be won for changes in policy. These committees are then charged with the review interpretation, and application of educational policies in their respective areas of concern. The committees of this class include those on Academic Standing, Admissions and Financial Aid, Curriculum, Educational Policies, Honors, Research, Special Schools, and Teacher Education.

Section 3 - Cooperative Committees

Some committees are established to represent the faculty in areas where its responsibilities and concerns are more directly shared with the administration and students. The committees of this class include those on Arts and Lectures, Athletic, Library, Religious Life, and Student Affairs; the College Cooperative Committee; the Student Publications Board.

Section 4 - Committee on Committees and By-laws

Seven members of the faculty and the Academic Dean, who shall act as chairman, shall compose the Committee on Committees and By-laws. The elective members of this committee shall be elected for two year terms by the faculty at its May meeting. Each division shall be represented on the committee by at least one of its members.

The committee shall elect all the faculty members of standing committees prior to or at the beginning of each academic year. It shall determine and may from time to time change the size of membership and functions of each committee, except where this is determined for some committees by the Student Government Constitution. It shall publish a statement of each committee's powers and responsibilities in the annual faculty handbook. It shall review the structure and performance of the committee system and when needed may effect change either through its own powers or by proposing to amend the By-laws. The committee also may propose to amend the By-laws in other areas of concern to the faculty. All proposals for amendment originating elsewhere shall be referred to the committee.

Section 5 - Procedures of Committees

Each standing committee, except where otherwise specified, shall elect from its membership a chairman, a vice-chairman, and a secretary at its first meeting of the academic year. The secretary of each committee shall keep minutes of the committee's meetings and shall regularly file copies of them with the Office

of the Academic Dean where they may be referred to by any faculty member. A roster of the committees and the names of their officers shall be kept by the Academic Dean and the Secretary of the Faculty. All committees, standing and ad hoc, shall report regularly to the faculty during the academic year, except those committees that report to the faculty by means of the minutes after each meeting. Whereas committees may make reports more frequently than requested, committees shall report at least once during the Fall Term and once during the Spring Term. The Academic Dean and the Secretary of the Faculty shall notify committees when reports are due. Committees may make reports in either written or oral form. If the reports are in written form, they shall be placed in all of the mailboxes of the faculty and administration prior to the faculty meeting.

Ex-officio members of committees have the same rights and responsibilities as other members. The President and Academic Dean are ex-officio members of all committees.

Section 6 - Ad Hoc Committees

Temporary committees of the faculty may be established from time to time in areas where standing committees do not function or where unusual concern may warrant a special committee. These committees shall be established, elected and terminated either by the faculty as a whole or by the Committee on Committees and By-laws.

Article VII
Parliamentary Authority

The rules contained in Robert's Rules of Order shall govern the faculty in all cases to which they are applicable, and in which they are not inconsistent with the By-laws or the special rules of order of the faculty.

Article VIII
Amendment

Amendment of the By-laws altering current By-laws will be accomplished by action of two-thirds majority of the members present and voting at a regularly scheduled meeting of the faculty, although addition of new By-laws will be by simple majority approval, a quorum being present, and forty-eight hours advance notice of the proposed amendment having been given to the membership.